

REENTRY PACKET

Your Customized Guide to Support your Successful Transition



National Web-based Reentry Resource Center

www.fairshake.net

This Reentry Packet has been customized for: Holland 48212-039

Table of Contents

Website

Reentry Packet Cover Page

School

Belief
Influence
Resisting Influence by Dr. Philip Zimbardo

School

Transition Tips
Emotions: The Basics
Myth-Busters

Resource Directory

Employment

Trucking Opportunities
Resume Examples

General Support Pages

Myth-Busters
Housing Resources
National Resource Services

Employment

Functional resume
Letter of Explanation

General Support Pages

Pre-Release Inventory

School

Employment

Employment Tips
Job Application Example
Resume Guide

PHILOSOPHY:

Let's explore

BELIEF



Belief is at the foundation of our thinking, our feeling, and every aspect of our daily existence. This document will not directly address religion, but much of the content applies to religious beliefs as well. We all believe!

BELIEF is how we steer our ship:

- It influences what we acknowledge, perceive, hear, pay attention to, discover, attribute.
- It guides our values: how we invest in ourselves, how we value and treat others, how we see the value of things (money, cars, etc.), of information (education, news sources).
- It guides our emotions, which guide our thinking and our behaviors. For example: if we are afraid of dogs, we might shake and sweat, and even run away from a sleepy dog.
- It guides our feelings of self-worth, efficacy, and what we are capable of - all of which affect how we see our options, opportunities and potential.
- It can give us strength or make us weak. Belief has brought believers through amazing hardships!
- Belief guides our ability to trust; trust that we can do things, that we are important contributors to civilization, etc., and also how we trust others, and how we can grow our trust in relationships.
- Belief also guides how we make sense of things; our justifications and our logic.
- We tend to believe that others see the world the way we see the world, which is one of the reasons we can't believe that they have different solutions to problems.

***"Whether you think you can, or you think you can't -
you're right."***

- Henry Ford



LENSES TO SEE THE WORLD: Our beliefs 'tint' the lenses we've created to see the world...and to see ourselves. Each of us has a variety of lenses to use, depending on our feelings and the situation. Each of us can decide which lens to use in any situation, but most of the time we simply react, using whatever lens is triggered by our subconscious. We believe our assumptions, and even assume that others see the same things that we see. This is why it is vitally important to ask others how they see a situation! We hope that others will be generous when they view us. Perhaps we could also use our curious, or our 'rose-colored', lenses with them as well.

Tom Asacker, author of *Your Brain on Story*, describes how our beliefs are formed:

"Everyone has been conditioned to think in certain, scripted ways. What you see today as 'you', wasn't consciously crafted by you. It's a product of unquestioned learning and unconscious assimilation - including limiting beliefs which were woven into you by others, especially by people you trusted. Those 'knots of beliefs' are everywhere and most of the time you fail to notice how they affect your emotions and your decisions, and how important they are to maintaining your story. Like our favorite sweaters, our identities are very precious to us."

But we can outgrow beliefs that were given to us. When we reflect on how we became who we are today, we might find beliefs that are inconsistent with who we have become. We can let these beliefs go, and we can adopt new ones. Tom Asacker recommends: *"If you want to change your perspective, change your behavior - and your behavior will change your mind."*

See it to believe it? Not so fast! Here are some common, age-old phrases to ponder:

We see things as we are, not as they are.

Don't believe everything you see.

The absence of evidence is not evidence of absence.

Don't believe everything you think.

BELIEF IN YOURSELF: also known as Self-Efficacy *Affirmation: "I can do this!"*
Your "Agency" is your sense of power to determine - and to drive your life toward - your destiny.

Signs of Self-Determination, Self-Efficacy and Agency:

- You feel like you can handle problems if you are willing to work hard
- You feel confident that you can achieve your goals.
- You feel like you can manage unexpected events when they arise.
- You are able to bounce back fairly quickly after stressful events.
- You feel like you can come up with options when you are facing a problem.
- You keep trying even when things seem difficult.
- You stay calm even in the face of chaos.
- You perform well, even under pressure.
- You can focus on your progress, chipping away, rather than getting overwhelmed by all you still have to do.

Do you need to build your feelings of Self-Efficacy? Here are some things to try:

- + Celebrate your achievements! Reflect on the hurdles you surmounted and how much more you know.
- + Observe others. See how they progress and then see if you can do the same, or in your own style.
- + Have positive affirmations ready when you start something new. Develop a 'positivity bias'.
- + Pay attention to your thoughts, your emotions, and your cues from your body.

"Our belief in our ability to succeed plays a role in how we think, how we act, and how we feel about our place in the world." - Albert Bandura



Bridging Our Beliefs

Have you ever talked with someone who believes things that don't make sense to you? Our mind creates stories to make sense of what we know when new information comes in. It also creates shortcuts to connect

information, save energy and reduce confusion. The mind will create bridges between beliefs that might not clearly connect. Some of these bridges are helpful, some are not good for us or for others. Some of these bridges are called 'magical thinking'. We make 'sense', or meaning, based on our beliefs and the way we connect them.

We also believe in others. We trust them to guide our sensemaking abilities. The level of trust we give them will contribute to the arch of assumptions that connects our beliefs. For instance, if we believe in one type of news source over another, the news source that we trust becomes part of the foundation of our assumptions; the things we believe to be true.

Questioning claims, statements, experts and evidence is not an attack. It is healthy. Questions support critical thinking, wisdom, reflection, dialog and discovery toward the truth.

Obedience is not belief.

Skepticism: Curiosity or questioning of beliefs. It is very important for us to consider building a healthy level of skepticism since our information channels are being flooded with 'fake', and misleading information.

We can't solve problems by using the same kind of thinking we used when we created them. - Albert Einstein

The difficulty lies not so much in developing new ideas as in escaping from old ones. - John Maynard Keynes

She believed in nothing. Only her skepticism kept her from being an atheist. - Jean-Paul Sartre

The repetition of affirmations leads to belief. Once that belief becomes a deep conviction, things begin to happen. - Muhammad Ali

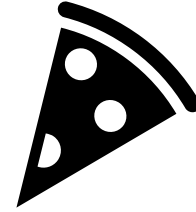
POSSIBILITARIAN BELIEFS: important to build the future

Self-Determination + Self-Efficacy + Self-Reflection + Intention + Opportunity + Agency + Respect

Questions are crucial! Everyone is valuable and important! Yes, We Can! Where there's a will, there's a way.

No super-hero is coming to save us. Together, we can be the superhero we have been hoping for!

INFLUENCE



Mmmmm...I can almost taste the steamy, hot pizza slice on the television screen. I know that what I see is just an image, but my mouth still waters. My mind and body have been influenced by advertising which, hopefully, will be short-lived.

Throughout our lives, and often unconsciously, we are influenced. Events, experiences and ideas can change our life without our permission (especially throughout our early years!). As we get older, we start to learn that we have some power to decide how things influence us. We still mostly react to what comes at us from friends, family, co-workers, other people in the world, movies, advertising, television, social media, weather, animals, history, our projections (including fear, expectations and overconfidence) and much, much more...but by our teens we learn that we can call BS on something we don't think is right.

We influence others, too, of course: we smile, we say a kind word or a cruel word, we try to convince others to see our point of view.

Popular culture encourages us to believe we are easily influenced. We are pummeled with TV advertisements telling us to 'ask our doctor' to give us drugs...but then the newscasters tell us that the Sackler family is responsible for our addiction. What no one says is that we can say 'no' to the whole game. You won't see an ad or a news story telling you that you don't need to buy one product or service to share your unique and awesome power and gifts with the world!

We are persuadable, certainly, but we can push back on at least some of what we don't like. We can be stubborn and immovable when we feel it's important. We can learn to include our intentions in our response, reducing the likelihood that these powerful attempts to influence us will distract us from our goals.

In our early years we were not able to choose the impact of the influencers. We were shaped by them. In our early teens, we were told that our choices were limited and we should just comply with the status quo: to believe authorities and experts know what's best.

But we're fickle. We may hear, we may comply, and play the part, but many of us today find ways to be our authentic selves. Sometimes we are accepted for being different, but often we are encouraged to fit into a group. Our boundaries are useful here; we can be open to ideas – even when they are delivered by a powerful persuader, but then we can stop...and think! We can 'hear them' and then – if we wish – we can defend our perspective, our ideas, our choices.

Influencers only have the power that we give them.

"Between stimulus and response there is a space.

In that space is our power to choose our response.

In our response lies our growth and our freedom."

- Viktor Frankl

"No one can make you feel inferior without your consent."

- Eleanor Roosevelt

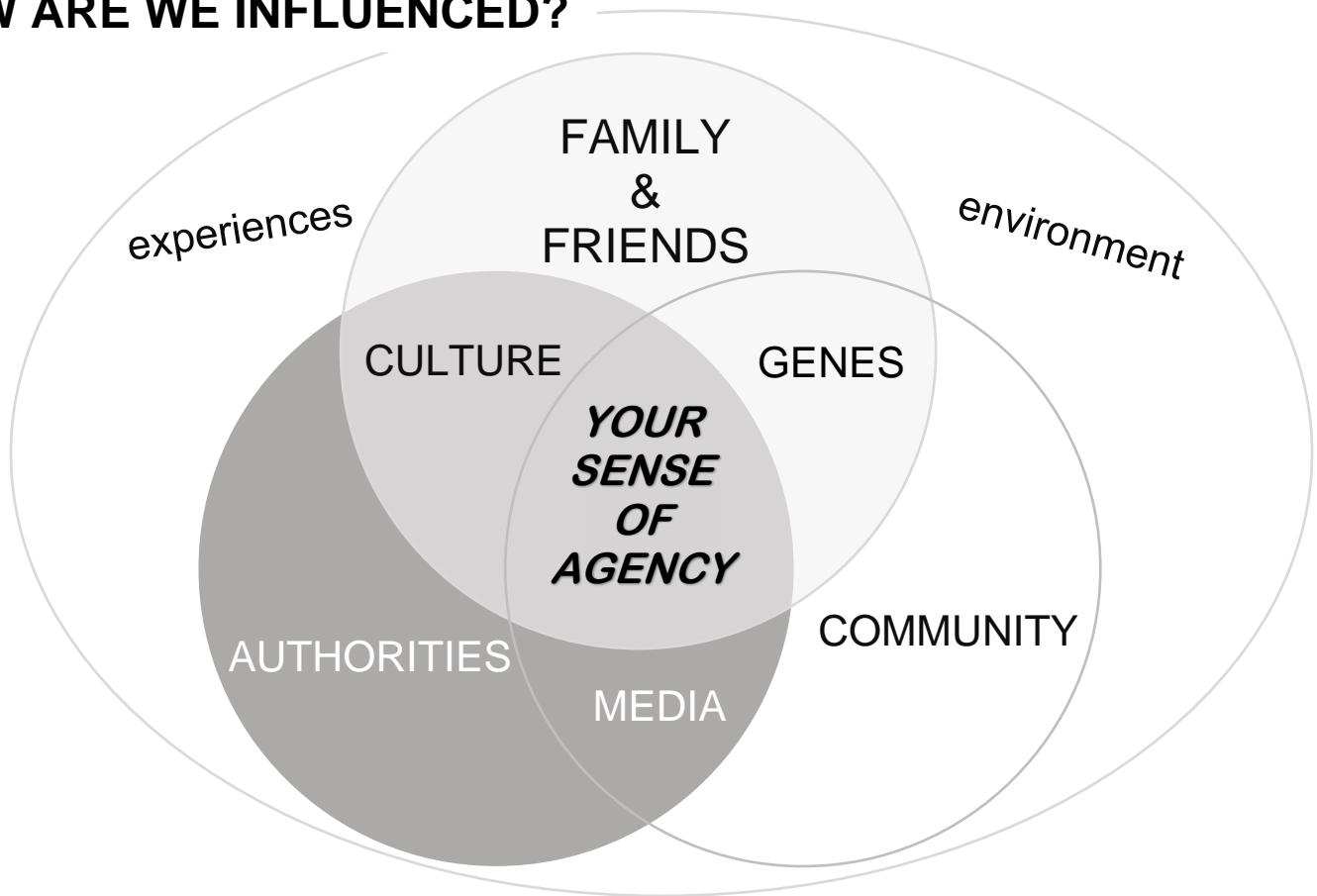
Shortcuts to Remember Cialdini's Principles of Influence (formerly 6, now 7!)

1. **Reciprocity:** We feel obligated to return favors. For instance, if a sales person gives us something, we are more likely to say 'yes' to them.
2. **Scarcity:** We value things more if they seem scarce: this includes objects, information, food and opportunities.
3. **Authority:** We believe what experts say (the experts that we believe are 'trustworthy and credible').
4. **Commitment & Consistency:** People want to be consistent with what we've said or done in public.
We are most likely to do what is consistent with what we've done in the past.
5. **Social Proof:** We trust the power of the crowd and like to be associated with popular things.
6. **Likability:** We like those who are like us. We say yes to people that we like by how they act or how they look.
We are also more likely to say yes to people when we have things in common with them, receive complements from them, or share a cooperative endeavor with them.
7. **Unity:** What people have in common. "Inclusion fitness." Increased oneness and shared aspects of identity which reduces 'otherness' (Sue: one way to interpret our ubuntu nature ~ :)

Based on Robert Cialdini's **Influence: The Psychology of Persuasion - New and Expanded** (2021)

For more information on this topic, see Resisting Influence on page **xx**.

HOW ARE WE INFLUENCED?



YOUR SENSE OF AGENCY and FEELINGS OF SELF-EFFICACY

Your belief in your ability to control your destiny. This includes creating and maintaining clear boundaries.

FAMILY & FRIENDS: Love and acceptance are influential. Alongside these important feelings, we may also feel a great deal of pressure to conform to the group, including traditions.

CULTURE: What society accepts as 'normal', status, roles: examples can include parenthood, age, physical abilities, gender, race, religion, character, employment, etc., and stuff: money, bling, cars, clothes, et al.

GENES: Clearly they influence us, but how much? And can we still write a new script for ourselves?

AUTHORITIES: Can include family and friends, teachers/classroom settings, employers, legal agents (lawyers, police, judges, elected and appointed politicians), and – recently – entertainers can fall into this category!

MEDIA: All forms of video: movies, news, commercials, games, All forms of audio: music, podcasts, advertising, talk radio, All forms of print: newspapers, magazines, books, ads and All social media.

COMMUNITY: Norms, language, 'word of mouth' information sharing, power of the group.

Dr. Zimbardo's Hints About Resisting Unwanted Influences On You

1. Let go of illusions of 'personal invulnerability'.
2. Engage in life and think critically!
3. Be aware of Cialdini's principles. Look for attempts to persuade you.
4. Be okay with saying: 'I was wrong' and 'I've changed my mind.'

5. Separate your ego from your actions; laugh at yourself each day.
6. Be aware of wanting simple answers or short cuts!
7. Develop and learn to understand the vague feelings called intuition.
8. Play devil's advocate!

9. Think hard.
10. Reflect on when, where and why we have rules.
11. Insist on a second opinion
12. Consider possible situational forces before judging behavior as 'character'.

Resisting Influence

This is a shortened version of the original which was prepared by Dr. Philip Zimbardo and Cindy X. Wang
You can view the full Resisting Influence Guide here: <http://www.lucifereffect.com/guide.htm>

Our daily lives are wrought with compelling social tensions. Many of us hope that we are immune to compliance tactics, have the courage to resist unjust authority, and would never abandon our core beliefs and principles in the face of social pressures.

This document was created for learning how unwanted and unjust influence can impact your daily life and to better equip you to resist these forces. By understanding the contexts of influence and social compliance, we hope you will be able to identify the principles and strategies that professional agents of influence may use to gain your compliance.

We will look at frameworks to understand social influence and identify how you can apply these ideas to your own life, we will discuss ways to utilize your new understanding of the principles of social influence for positive social change, and finally we provide hints from Dr. Z on how to resist unwanted influences.

Varieties of Influence

We listen to a debate with each side presenting seemingly compelling reasons to endorse one or another point of view. We get messages from advertisers, from the government, from assorted authorities to take particular actions, like buy a product, vote for a candidate, give blood, avoid impending disasters, and more. Such attempts to influence our attitudes, values or actions are considered forms of persuasive communication. **"Do as I say,"** is the persuasive motto.

Other times the influence comes not dressed up in words in persuasive messages or visually appealing ads, but simply when the members of a group you are in, or want to belong to, act in a particular way. They don't have to tell you what to do; they simply exhibit the behavior or the style of action that is expected of "good team members." That form of social influence is known as conformity. **"Do as we do,"** is the conformity motto.

Go along with the majority and be accepted. Refuse to dress as they do, talk like they do, value what they value, or act in ways that are the accepted social norm for this group, and you are rejected, isolated, expelled, ridiculed. The power of groups in our lives to influence our thoughts and actions can be enormous, especially when we desperately want to be accepted by the group. But you don't need a group to put pressure on you to act as they expect you to do; in fact, much social influence comes from a singular source - another person.

Compliance is a form of influence in which direct pressure is put on individuals to take some specific action, such as doing a favor or buying a product. The influence agent doesn't want to change your mind, only to get you to act on his or her request. Sometimes the request is pro-social, like donating blood, but more often than not, the request is to get people to purchase products that they might not need or even want initially.

All of these sources of social influence are external; they are imposed from the outside of you through influence agents (people who work hard to convince you to think a certain way).

One of the most powerful forms of influence is self-persuasion, which encourages individuals to engage in personal thought and decision processes. One tactic for inducing self-persuasion comes from role-playing positions that are contrary to one's beliefs and values. When we engage in public behavior that does not follow from our personal beliefs, cognitive dissonance is created. To the extent that we come to believe we made that commitment freely, without (awareness of) external situational pressures, we rationalize it and convince ourselves that it was the right action and the right position to hold.

What can you do to weaken or counter each of these varieties of social influence? Knowledge of how these influence settings work and what you can do to resist them is the first step in becoming a wiser consumer of social influence. You have to be continually vigilant and continually put into operation these resistance tactics for you to inoculate yourself against their insidious power.

How We Are Persuaded

Communicators are most effective if they are perceived as Credible, meaning they have both expertise relevant to their message and are trustworthy - honest, and unbiased.

Communications come in many forms: some rational, some hit at our emotions, some inform us of the action we should take, and others leave the action hidden. Some messages are simple, others complicated, some lead with the request, others build up to it. Ideally, we need to process communications systematically, that means taking the time to figure out what is being requested, what evidence is being presented, and how contrary views are dealt with. Too often, we take short cuts and process the information only peripherally: too focused on the packaging and not the product. We may give excessive value to the speaker's tone of voice, or his or her good looks; and too little to what they are actually hawking. Always try to figure out who the message is intended for and what action are they requesting.

Why We Conform: The Power of Groups

Whenever we change our behavior, views, and attitudes in response to the real or imagined presence of others, we are experiencing conformity. Two main types of conformity have been studied: *informational* and *normative*. **Informative conformity** often occurs in unfamiliar situations when we are likely to shape our behavior to match that of others. The actions of others inform us of the customs and accepted practices in a situation: what is right to do, how to behave.

Normative conformity occurs when we want to be liked or approved of by the group. This is the dominant form of social conformity. Though we may disagree secretly with the group opinion, we may verbally adopt the group stance so that we seem like a team player rather than a deviant.

Both of these pressures impact us everyday. A staple of a functioning society is that people follow social norms such as obeying traffic laws, respecting others' property, and diffusing aggression in non-violent ways. However, conformity can have deleterious effects if one conforms automatically without questioning of the validity of social norms. In Nazi Germany, many ordinary people did not dissent to the ongoing atrocities because few other people resisted.

In our daily decisions, we should also examine whether our reasons justify our actions. In an unfamiliar situation, first ask yourself whether the actions you observe others performing are rational, warranted, and consistent with your own principles before thoughtlessly and automatically adopting them.

Similarly, in a situation in which you want to impress and be accepted by others, ask yourself whether the action conflicts with your moral code, and consider whether you would be willing to compromise your own opinion of yourself just so others would have a higher one of you. Ultimately, you are the only one who has to live with your actions. Be sure to take a time out to find out the correct information.

Cialdini's Principles of Social Influence

Having begun to understand the strength of social influence, we now move on to the principles of influence studied by social psychologist Robert Cialdini; a renowned social psychologist that has done extensive research on the domains in which social influence is most powerful. The following principles play on fundamental human instincts and can be exploited both intentionally and unintentionally.

Many of these may seem like obvious tactics that advertisers and influence agents will utilize to sway our opinion. However, when we are not prepared to scrutinize and resist them, these principles will often work subliminally and quite powerfully. An important part of resisting these influence tactics is awareness of their operating principles, contexts in which they are provoked, and methods to avoid falling prey to them.

We hope that by learning about these principles of persuasion, you will be better able to recognize the situations you are in that may lead to act against your will and then to have the tools to resist unwanted social influence. There are six basic principles, and each one is set in a specific Context. When you are aware of the Context, or the behavioral Setting, you will better recognize the principal at work, when you see the principal operating, you will understand the Context in which it is embedded

Reciprocity [Context: Obligation]

The rule of reciprocity requires that one person try to repay, in kind, what another person has provided. Supports the giving of favors since repayment is expected from the recipient

The Basics

- Sense of future obligation makes it possible to develop continuing relationships and exchanges
- We are trained from childhood to abide by the reciprocity rule or suffer social disapproval

How It's Exploited

- Rule can spur unequal exchanges
- "Door-in-the-face" – relies on persuader making an outrageous, extreme request first, then conceding to a comparatively small request (one desired all along) that will likely be accepted because it appears to make a concession

Best Defense

Reject initial offers, favors, concessions; redefine them as tricks and refuse to feel obligated to respond reciprocally

Consistency [Context: Commitments]

The Basics

- People desire to look consistent within their words, beliefs, attitudes, and deeds
- Consistent conduct provides a beneficial approach to daily life and is highly valued by society
- Shortcut through complex decision-making reduces processing time in future decisions

How It's Exploited

- Profiteers exploit the principle by inducing people to make an initial commitment, take a stand or position that is consistent with requests that they will later ask of them
- Commitments are most effective when they are active, public, effortful, and internally motivated.
- If they are successful, abiding by this rule may lead to actions contrary to one's best interests

Best Defense

- Do not be pressured into accepting requests that you do not want to perform.
- Be sensitive to situational variables operating on your decision

Social Proof [Context: Consensus]

The Basics

- A means to determine what is correct by finding out what other people think is correct
- Principle can be used to stimulate a person's compliance by informing the individual that many other individuals have been complying (compliance by famous or authoritative people is very effective)
- A shortcut for determining how to behave – while making us vulnerable to persuasion experts
- Most influential under two conditions:
 - Uncertainty – situation is ambiguous; more likely to accept the actions of others as correct
 - Similarity – people are inclined to follow the lead of similar others

How It's Exploited

- The Bandwagon effect – everyone who is anyone is doing it, why not YOU?
- The "In Crowd" has it right, do you want them to accept you or not? So act like them

Best Defense

- Develop counterarguments for what people are doing; their actions should not form yours
- Be aware that the others may have a biased reason for the action they are advocating
- Be aware that the others may be misinformed
- Remember the entire group might be wrong-headed because the leader has biased their opinions

Liking [Context: Friendship]

The Basics

- People prefer to say “yes” to individuals they know and like
- We want people to like us and we like those who show that they like us

How It's Exploited

- Persuasion experts manipulate factors that influence their likeability.
- Features that influence liking:
 - Physical attractiveness – attractive people are more successful in getting requests granted
 - Similarity – we like people who are like us; we more willing to say “yes” without thinking
 - Praise – compliments generally enhance liking and compliance
 - Familiarity – repeated contact with a person or thing normally facilitates liking
 - Association – making connections to positive things
 - Shadowing - persuader exhibits behaviors that match those of the target individual

Best Defense

- Developing a special sensitivity to suspicious and undue liking from the requester
- Separate the requester from the request, and make decisions based solely on the merits of the offer – not your feelings about the requester.

Scarcity [Context: Competition]

The Basics

- People assign more value to opportunities when they are less available—if there are fewer resources and less time to get them, we want them more
- Principle holds true for two reasons:
 - Things that are difficult to attain are typically more valuable
 - As things become less accessible, we lose freedoms and want them more than before
- Optimizing conditions for scarcity principle:
 - Value newly scarce items more than items that have been restricted all along
 - Most attracted to scarce resources when we must compete with others for them

How It's Exploited

- Use of this principle can be seen in compliance techniques as ‘limited number’ and ‘deadline’ tactics

Best Defense

- Step back and assess the merits of the opportunity, the value of the item, and why/if we want it
- Give an objective evaluation of its personal value; not overvalue it because it appears to be scarce

The Science of Social Influence – Anthony Pratkanis

Anthony Pratkanis has meticulously studied social influence tactics and classified numerous methods that humans utilize to manipulate and change the attitudes and beliefs of others.

Landscaping (Pre-persuasion tactics)

The following methods are some of the ways influence agents can have contexts working for them even before you know you're being influenced.

- | | |
|---|--|
| 1. Define and label issue in a favorable manner | 5. Establish a favorable comparison point or set |
| 2. Association | 6. Control the flow of information |
| 3. Set expectations | 7. Limit and control the number of choices and |
| 4. Agenda setting | options |

Tactics that rely on social relationship (Social credibility and social rules)

One of the most important elements of convincing arguments is a reputable source. We are constantly bombarded by commercials that report experts such as dentists support a brand of toothpaste or professional athletes eat certain breakfast cereals. These tactics are surprisingly effective! By utilizing the following traits and characteristics, people can play on social relationships in order to persuade.

Tactics that rely on social relationship (continued)

1. Authority
2. Attractiveness
3. High Status
4. Similarity – “just plain folks like you”
5. Role-play
6. Social modeling
7. Social reinforcement
8. Multiple sources
9. Arguing against one’s own self-interest
10. Draw on well-being of friends and family

Effective message tactics

Effective communication depends on the strength and logic of the message. Here, we cite a few examples of how messages can induce the target to generate reasons for adopting recommended action:

1. Self-generated persuasion – give the target a chance to persuade themselves
2. Vivid appeals – emotionally interesting or compelling
3. Let the message recipient draw his or her conclusion
4. Rhetorical questions
5. Pique interest in message
6. Message fit with pre-existing beliefs, experiences, knowledge
7. Placebic reasons – arguments that appear to make sense but actually lack information
8. Defusing objections – acknowledging objections and refuting them before a target can raise them
9. Asking for small contributions initially
10. Message length = message strength
11. Repetition of message
12. Primacy effect – order of presentation

Emotional tactics

Emotions are often thought to infringe on our rationality and better judgment. Pratkanis presents this set of emotional tactics that take advantage of our subjective feelings, arousal, and tensions as the basis for securing influence.

1. Fear
2. Guilt
3. Embarrassment
4. Threat of insult
5. Flattery
6. Empathy
7. Reciprocity
8. That’s not all – sweetening the deal
9. Commitment trap
10. Low-balling
11. Bait-and-switch
12. Scarcity
13. Anticipatory regret
14. Door-in-face – ask for a large favor, retreat and ask for a much smaller favor
15. Foot-in-the-door – ask a small request than ask for a larger request

Defensive and Offensive Tactics for Resisting Influence

Defensive – learn how to detect propaganda

1. Play devil’s advocate
2. Generate questions to ask

Offensive – steps that will identify common propaganda forms and stop them at their source

1. Know the ways of persuasion and know that you personally may be the victim of propaganda
 - o Distinguish source credibility
 - o Realize your level of personal vulnerability
2. Monitor your emotions
 - o If you’re having an emotional response to a communication, ask yourself why
 - o Look for things that induce false emotions of fear, guilt, reciprocity
3. Explore the motivation and credibility of the source: what does the source have to gain and is it an overly manufactured image?
4. Think rationally about any proposal or issue: What is the issue? Arguments for and against?

Defensive and Offensive Tactics for Resisting Influence (continued)

5. Attempt to understand the full range of options before making a decision; relate to your values.
6. If you hear something repeatedly, ask why it is being repeated.
7. If the deal looks too good to be true, it probably is such as free gifts and time-sensitive offers.
8. Develop counterarguments to propaganda and compare performance with advertising.
9. Support efforts to prevent vulnerable groups against exploitative persuasion.
10. Avoid being dependent on a single source of information.
11. Separate news from entertainment (FS note: The 'news' often consists of entertainment 'news'.)
12. Use 'communication style' as one criteria in making decisions and judgments.
13. Increase your personal involvement, knowledge, and awareness in important issues; take some time to find out more on your own.

Positive Social Influence and Civic Virtue

While most psychological research is focused on the negative aspects of social influence, principles of social influence can be used for good, to enhance basic social and political values. Making sensible adjustments and achievable objectives can help us reach goals that improve on our lives and those near us. Moral behavior can be cultivated by rewarding positive behavior. Government, education, and social institutions can be re-designed to facilitate critical thinking and responsible conduct. The following highlights some ideas that we can bring into our own lives and those of our children.

1. Supporting critical thinking abilities. Asking Why? How does this relate to my values? Resist living on mindless "auto-pilot" and instead reflect on details of the immediate situation; think before acting!
2. Rewarding moral behavior: Social recognition for good deeds; acknowledge bravery.
3. Encouraging respect and appreciation for diversity and human variability reduces biases and discrimination.
4. Not allowing stereotyping and dehumanization of other people.
5. Changing social conditions that make people feel anonymous; support conditions that encourage people to feel valuable, special and worthy.
6. Encouraging admission of mistakes, accepting error in judgments – to reduce justification for continuing wrong, immoral behavior and motivation to minimize dissonance.
7. Promoting personal responsibility and accountability of one's actions. Blaming others is a disguise for one's own role in the consequences of actions.
8. Supporting independence over group conformity; recognize when conformity to the group norm is counter-productive and when independence should take precedence despite possible rejection.
9. Reducing poverty, inequities, and entitlements of the privileged.
10. Never sacrificing freedom for promised security.
11. Discouraging even small transgressions: cheating, gossiping, lying, teasing, bullying.

Dr. Z's Hints About Resisting Unwanted Influences On You

1. Let go of illusions of "personal invulnerability". If it can happen to them, it can happen to you.
2. Be modest in self-estimates – it's better to perceive yourself as vulnerable and take precautions.
3. Engage in life as fully as possible, yet be prepared to disengage and think critically when necessary.
4. Be aware of Cialdini's contexts and principles of compliance; look to the relevant context being manipulated on you and pull back.
5. Be ready to say the three most difficult phrases in the world: *"I was wrong"*, *"I made a mistake"*, and *"I've changed my mind."* Dissonance and consistency go limp in the face of self-honesty.
6. Separate your ego from your actions; maintain a sense of positive self-esteem, that is independent from the occasional failure and your stupid actions at times (Laugh at yourself once a day.)
7. Separate the messenger from message in your mind, be aware of mental fatigue, wanting simple answers or short cuts, and giving in to non-verbal tricks. There are no free lunches and no quick paths to anything worthwhile – sloth and greed breed gullibility.
8. Insist on a second opinion; think about opportunities, contracts, proposals and requests for commitments away from the situation; never immediately sign on the dotted line.

9. Develop mental and intuition systems that acknowledge your vague feelings of something wrong.
10. Try playing devil's advocate; be the deviant in a positive way! Assess the reactions against you when the influence agent says he/she is only doing this for your good.
11. In all authority confrontations: be polite, individuate yourself, describe the problem objectively, do not get emotional, state clearly the remedy sought, and the positive consequences expected.
12. Never allow yourself to be cut off emotionally from your familiar and trusted reference groups of family, friends, neighbors, co-workers – do not accept putdowns against them.
13. Remember all ideologies are abstractions used for particular political, religious, social, economic purposes – always relate these to your values and question if the means justify the ends.
14. Think hard before putting abstract principles before real people in following others' advice to act in specific ways.
15. Trust your intuition and gut feelings. When you sense you are becoming a target of influence, put up your counter-arguing mentality and dig down for sources of resistance.
16. Rules are abstractions for controlling behavior and eliciting compliance and conformity - consider when, where and why we have rules. Ask: who made the rule? What purpose does it serve? Who maintains it? Does it make sense in this specific situation? What happens if it is violated?
17. When trying to figure out reasons for unusual behavior - yours or others - start by considering possible situational forces and variables vs. judging the behavior as "character".
18. Imagine Dr. Z as your conscience, your personal Jiminy Cricket (from Pinocchio) sitting on your shoulder and saying be cool, be confident, be collected - to avoid becoming a Jack Ass.

A Ten-Step Program to Build Resistance and Resilience

Here is my 10-step program toward resisting the impact of undesirable social influences, and at the same time promoting personal resilience and civic virtue. It uses ideas that cut across various influence strategies and provides simple, effective modes of dealing with them. The key to resistance lies in development of the three S's-- **Self-Awareness, Situational Sensitivity, and Street Smarts**. You will see how they are central to many of these general strategies of resistance.

"I made a mistake!"

Let's start out by encouraging admission of our mistakes, first to ourselves then to others. Accept the dictum that to err is human. You have made an error in judgment; your decision was wrong. You had every reason to believe it was right when you made it, but now you know you were wrong. Say the six Magic words: "I'm sorry"; "I apologize"; "Forgive me." Say to yourself that you will learn from your mistakes; grow better from them. Don't continue to put your money, time, and resources into bad investments. Move on. Doing so openly reduces the need to justify or rationalize our mistakes, and thereby to continue to give support to bad or immoral actions.

Consider how many years the Vietnam War continued long after officials knew that the war could not be won. How many thousands of lives were lost, when acknowledging failure and error could have saved them? It is more than a political decision to 'save face' - it is a moral imperative to do the right thing.

"I am mindful."

In many settings smart people do dumb things because they fail to attend to key features in the words or actions of influence agents and fail to notice obvious situational clues. Too often we function on automatic pilot, using outworn scripts that have worked for us in the past, never stopping to evaluate whether they are appropriate in the here and now. We need to be reminded not to live our

lives on automatic pilot, but always to take a Zen moment to reflect on the meaning of the immediate situation, to think before acting. For the best result add "critical thinking" to mindfulness in your resistance. Ask for evidence to support assertions; demand that ideologies be sufficiently elaborated to allow you to separate rhetoric from substance. Imagine scenarios of future consequences of current practices. Reject simple solutions as quick fixes for complex personal or social problems. Support critical thinking and become vigilant about deceptive ads, biased claims, and distorted perspectives. Become wiser and warier knowledge consumers.

"I am responsible."

Taking responsibility for one's decisions and actions puts the actor in the driver's seat, for better or for worse. Allowing others to determine our actions or opinions makes them powerful back-seat drivers, and makes the car move recklessly ahead without a responsible driver. We become more resistant to undesirable social influence by always maintaining a sense of personal responsibility and by being willing to be held accountable for our actions. Always imagine a future time when today's deed will be on trial and the judge and jury will not accept your pleas of 'only following orders', or 'everyone else was doing it'.

"I am Me, the best I can be."

Do not allow others to deindividuate you, to put you into a category, in a box, a slot, to turn you into an object. Assert your individuality; politely state your name and your credentials, loud and clear. Insist on the same behavior in others. Make eye contact (remove all eye-concealing sun glasses), and offer information about yourself that reinforces your unique identity. Find common ground with dominant others and use it to enhance similarities. Anonymity and secrecy conceals wrongdoing and undermines the human connection. It can become the breeding ground that generates dehumanization. Go a step beyond self-individuation. Work to change whatever social conditions make people feel anonymous. Instead, support practices that make others feel special, so that they too have a sense of personal value and self worth. Never allow or practice negative stereotyping—words and labels can be destructive.

"I respect just authority; I question unjust authority."

In every situation, work to distinguish between those in authority who, because of their expertise, wisdom, seniority, or special status, deserve respect, and those unjust authority figures who demand our obedience without having any substance. Many who assume the mantle of authority are pseudo-leaders, false prophets, confidence men and women, self-promoters, who should not be respected, but rather openly exposed to critical evaluation. We must play more active roles in critical differentiation. We should be polite and courteous when such a stance is justified, yet be wise by resisting those authorities that do not deserve respect. Doing so, will reduce mindless obedience to self-proclaimed authorities whose priorities are not in our best interests.

"I will balance my Time Perspective."

We can be led to do things that are not within our values when we allow ourselves to become trapped in an expanded present moment. By developing a balanced time perspective in which past, present and future can be called into action depending on the situation and task at hand, you are in a better position to act responsibly and wisely. Situational power is weakened when past and future combine to contain the excesses of the present.

"I can oppose unjust Systems."

Individuals falter in the face of the intensity of some systems and resistance may involve physically removing one's self from a situation in which all information and reward/ punishments are controlled. It may involve challenging the "groupthink" mentality, and being able to document all allegations of wrongdoing. Systems have enormous power to resist change and withstand even righteous assault. Here is one place where individual acts of heroism to challenge unjust systems, and their bad barrel makers, are best taken by soliciting others to join one's cause.

"I will not sacrifice personal or civic freedoms for the illusion of security."

The need for security is a powerful determinant of human behavior. We can be manipulated into engaging in actions that are alien to us when faced with alleged threats to our security or the promise of security from danger. More often than not, influence peddlers gain power over us by offering the Faustian contract: You will be safe from harm if you will just surrender some of your freedom, either personal or civic, to that authority. Reject that deal. Never sacrifice basic personal freedoms for the promise of security because the sacrifices are real and immediate and the security is a distant illusion.

"I want group acceptance, but value independence."

The power of the desire for acceptance will make some people do almost anything to be accepted, and go to even further extremes to avoid rejection by The Group. We are indeed social animals, and usually our social connections benefit us and help us to achieve important goals that we could not achieve alone. However, there are times when conformity to a group norm is counter-productive to the social good. It is imperative to determine when to follow the norm and when to reject it. Ultimately, we live within our own minds, in solitary splendor, and therefore we must be willing and ready to declare our independence regardless of the social rejection it may elicit. Pressure to be a "team player," to sacrifice personal morality for the good of the team, are nearly irresistible. We must step back, get outside opinions, and find new groups that will support our independence and promote our values. There will always be another, different, better group for us.

"I will be more Frame Vigilant."

The way issues are framed influence us without our being conscious of them, and they shape our orientation toward the ideas or issues they promote. We desire things that are framed as being "scarce," even when they are plentiful. We are averse to things that are framed as potential losses, and prefer what is presented to us as a gain, even when the ratio of positive to negative prognoses is the same. We don't want a 40% chance of losing X over Y, but do want the 60% chance of gaining Y over X. Linguist George Lakoff clearly shows in his writings that it is crucial to be aware of frame power and to be vigilant to offset its insidious influence on our emotions, thoughts, and votes.

This 10-step program is really only a starter kit toward building resistance and resilience against undesirable influences and illegitimate attempts at persuasion. It takes your awareness and sensitivity to such influence settings, and a willingness to think for yourself, as you practice being independent and as autonomous as is possible.



Fair Shake's Guide to TRUCKING OPPORUTNITIES!

American Trucking Associations

ATA Headquarters
950 North Glebe Road, Suite 210
Arlington, VA 22203-4181



<https://www.trucking.org/>

From their website: American Trucking Associations is the largest and most comprehensive national trade association for the trucking industry. ATA is an 86-year old federation with state trucking association affiliates in all 50 states. We represent every sector of the industry, from LTL to truckload, agriculture and livestock to auto haulers, and from large motor carriers to small mom-and-pop operations.



Owner-Operator Independent Drivers Association

OOIDA HEADQUARTERS
1 NW OOIDA Dr.
Grain Valley, MO 64029
816-229-5791 800-444-5791

<https://www.oida.com/>



The mission of the Owner-Operator Independent Drivers Association, Inc. is to serve owner-operators, small fleets and professional truckers; to work for a business climate where truckers are treated equally and fairly; to promote highway safety and responsibility among all highway users; and to promote a better business climate and efficiency for all truck operators. More than 150,000 members of OOIDA are men and women in all 50 states and Canada who collectively own and/or operate more than 240,000 individual heavy-duty trucks and small truck fleets. All OOIDA officers and directors are now, or have been, professional truckers, and are elected from the membership, by the membership. The 22-member board helps define OOIDA's position on all major trucking issues. They offer information and education in all areas of independent truck ownership and responsibility.



Gary's Job Board: www.garysjobboard.com
Truck Drivers wanted! Since 2004.

Gary can find you a better truck driving job, with or without a CDL.

Gary's Job Board was created to help Truck Drivers find Driving Jobs, and to help Dispatchers find Drivers. Gary's Job Board is 100% unaffiliated. We DO NOT recruit for any carriers. Our service will always be FREE to drivers because drivers' rock. Here's how garysjobboard.com works: (this is NOT a run-of-the-mill trucker job board. No one will call you, you have all the power).

- Complete your Driver Profile, it takes 2 minutes.
- Companies will see your first name, type of CDL, and experience level.
- They will not see your email address.
- You will receive a company invite by email and the email will come from our system.
- Check out what they are offering. Answer the email or not. You'll receive another invite down the road.



AllTrucking.com www.alltrucking.com

PO Box 26330,
Overland Park, KS, 66213

"Welcome to AllTrucking.com, your source for finding information to become a truck driver and find a trucking

career. Whether you are looking for your next truck driving job or want to learn how to earn your CDL, we have guides for you. We have even organized some of the more common questions that might be found on a CDL exam, and put them into a simple practice test! "

They have a library of guidebooks - from career support and paying for school to helping veterans – "we've got a resource to help anybody." Here are a few of our most frequently requested pages:

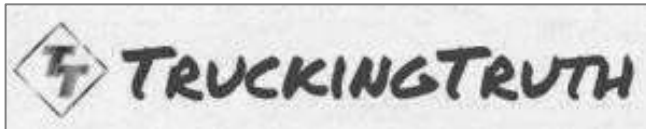
- How to Pay for Truck Driving School
- Truck Driving Jobs: Careers in Commercial Truck Driving
- Company-Paid CDL Training Programs: A Comprehensive Guide

Find a Truck Driving School

Select a State SEARCH

Find a Truck Driving Job

Select a State SEARCH



Trucking Truth

www.truckingtruth.com

A Positive Yet Honest View Of The Trucking Industry With Friendly Advice From Experienced Drivers

Trucking Truth (TT) was created in 2007 to give new drivers a true picture of what a career as a truck driver is all about and a straightforward strategy for surviving that first year of their career. I wanted people to know that trucking can be an awesome career for the right person and it's totally doable if you work hard, keep a great attitude, and have a solid strategy in place.

A huge informational website that includes:

- Trucker's Forum
- Truck Driver's Career Guide
- Free CDL Practice test
- A list of companies that hire people with a criminal history.
- "The Road Home" podcast
- All things CDL
- Trucking Company Reviews
- Trucking Wiki...where you can find out FAQ's, physical health tests and issues, limitations and opportunities for drivers with a criminal history, driving with pets and much more.



Get Paid While Training For Your CDL?

Upon completion of your paid CDL training, you will sign an agreement to work for the company for a specified amount of time. This is how they recoup the time and money they've invested in your CDL training, which is a very fair deal for both sides.

If you quit working for the company before your obligation is complete, you will owe the company a prorated amount of money for the schooling. At some companies, your training will be free once your obligation is complete. Others may require you to make payments from your paycheck to cover the tuition for the schooling.

TT offers a review of the companies that offer paid CDL training.

ASA J. PETERS

1514 Campbell, D1 Jefferson City, Missouri 64108
(816) 667-0421 (816) 992-1421

AREAS OF RELEVANT SKILL

Multi-dimensional individual with experience as **heavy equipment operator, driver, or laborer** with technical knowledge in surveying, welding, and general maintenance. Excellent safety record and willingness to do more than what is expected. Communicate and interact effectively with diverse cultures.

- **Heavy Equipment Operations:** Forklift, Tractor, Loader, Backhoe, Motor Grader, Track Loader, Bulldozer, Bobcat Skid/Steer Loader, Scraper
- **Driver:** Dump Truck, Over-the-Road
- **Technical:** Surveying, Welding
- **Maintenance:** General, Preventative, Carpentry, Painting

EDUCATIONAL BACKGROUND

Linn State Technical College

Heavy Equipment Operator Certificate Course

Welding; Blueprint Interpretation; Surveying; Preventative Maintenance

American Truck Driving School

Over-the-Road Truck Driving Certificate Course

Northwest Missouri Community College

Introduction to Computer Information Systems; Basic Programming; Data Files; Structural Programming; Microcomputer Operating Systems

EMPLOYMENT HISTORY

TEMPORARY ASSIGNMENTS, Jefferson City & Cameron, MO

- Store Clerk/Stocker
- Library Clerk/Data Entry Clerk
- Computer Operator/Data Entry Clerk
- Chapel Head Clerk
- AM/PM Baker/Store Clerk

LINN TECHNICAL COLLEGE, Linn, MO

- Maintenance Technician – General maintenance, cleaning, carpentry, and lawn care.

SPRINGFIELD PARKS AND RECREATION DEPARTMENT, Springfield, MO

- Laborer, Park Maintenance

MAZZIO'S PIZZA, Springfield, MO

- Delivery Driver

DRIVEWAY PAVING, Toledo, OH

- Dump Truck Driver/Laborer

NORTH AMERICAN VAN LINES, Ft. Wayne, IN

- Over-The-Road Driver

This resume example created by and for *Expert Résumé's for People Returning to Work*

Wendy S. Enelow and Louise M. Kursmark
2003 JIST Publishing Inc. Indianapolis, IN

ARTHUR F. ECK, JR.

639 Arcadia Street Rochester, NY 12239
387-458-3241

OBJECTIVE

BREAKFAST and LUNCH COOK

To assist a restaurant in attracting and retaining a strong customer base,
by applying a passion for the culinary arts and a strong work ethic.

PERSONAL PROFILE

- Experience working in a kitchen environment, filling orders and developing menu items.
- Ability to get the job done by employing critical thinking and problem resolution skills.
- Work well as a team player and independently with very little supervision.
- Received commendations for being dependable and hardworking.
- Bilingual, Spanish and English.

COOKING SKILLS

- ✓ Prepared a selection of entrees, vegetables, desserts, and refreshments.
- ✓ Cleaned the grill, food preparation surfaces, counters, and floors.
- ✓ Met high quality standards for food preparation, service, and safety.
- ✓ Trained and supervised workers.
- ✓ Maintained inventory logs and placed orders to replenish stocks of tableware, linens, paper, cleaning supplies, cooking utensils, food, and beverages.
- ✓ Received and checked the content of deliveries and evaluated the quality of meats, poultry, fish, vegetables, and baked goods.
- ✓ Oversaw food preparation and cooking.

RESTAURANT EXPERIENCE

Kitchen Worker – State of New York (Coxsackie Correctional Facility); Coxsackie, NY

Short Order Cook – Rockies Breakfast Bar; Rochester, NY

Prep Cook/Laborer – New World Diner; Rochester, NY

Lunch and Dinner Cook – Albany's Italian American Restaurant; Albany, NY

MILITARY SERVICE

U.S. Navy – Machinist Mate E-3 – *Honorable Discharge*
GED obtained

Fair Shake's

MYTH-BUSTERS



Myth: FALSE DICHOTOMIES – The idea that you must choose between two options: Yes or No. Good or Bad. Right or Wrong. Candidate A or B. Rise or Fall. With Us or Against Us. Science vs Religion. Rational vs. Emotional. Individual vs. Group. and one that I've heard a lot in my life: "That's a man's (sport, job, perspective); it's not for women". (a form of yes or no) Whenever you need to make a choice, see if you can find 4, 5, or even 10 options!



Myth: WE STOP LEARNING – If I had never touched a flame before I turned 58 years old, I would learn to never touch one in the future if I touched one today. We acquire information constantly and we organize it into meaning. We may even care enough to find out how what we learned relates to what we already know and believe. One thing school failed to teach us is how to learn, and how to discern what we learn. The 'information sources' today are louder, strangely influential, and grossly incomplete. To get the full picture, we have to dig for information and ask good questions, while also trying to avoid getting overwhelmed or trapped. We must keep learning, and as we learn, we can learn to live together better! We do not have to accept limitations or acceptable levels of suffering. We are NOT STUCK. We can learn...and then change...whatever we want. "There is no inevitability as long as there is a willingness to contemplate what is happening." - Marshall McLuhan (author of *The Medium is the Message*)



Myth: MERITOCRACY - The more you learn the more you earn', 'you can make it if you try', 'pull yourself up', etc. Many ways to reinforce the idea that the people who have the money and the stuff are successful because they earned what they have, they got all their money through hard work and a shrewd (including a 100% respectful, environmentally-sound and firearms-free!) investment strategy. If only. Investing is almost never in line with our humanity values...yet it is always in our best interest to invest in humanity. Meritocracy is justified stratification; people above others for their achievements. Michael Sandel said: "We've slid into the assumption that the money people make is the measure of their contribution to the common good." I wonder how the merit idea would work if we increase accolades and 'status' based on care about others?



Myth: INCARCERATION PAYS A 'DEBT TO SOCIETY' - Why do we keep repeating this? Members of society believe that incarceration and the judicial system costs them money; they do not feel that they have been paid in any way. How could they? The only debt that has been paid is the one requested and required by a heartless and hungry punitive system. Society has little faith that 'the system' is providing the information necessary to reengage successfully. Together, we can change this. The 'justice system' is the only group getting paid.



Myth: WE ARE FRAGILE - The "Helping" Industry relies on us being weak. ACE (Adverse Childhood Experiences) scores may describe some aspects of people, but they in no way represent who we are. Many of us with high ACE scores have also become even more than resilient, we are now anti-fragile because of our challenges. This means that the adverse conditions made us stronger than we would have been without them.



Myth: TV NEWS INFORMS YOU OF WHAT IS GOING ON All you get from any single news source is what they want you to see and believe. What they show us is what their sponsors want them to show us. Sponsors demand support, so the advertisements determine the 'news' you'll see on TV. Social Media cannot be counted on to inform us of anything but an opinion. To get more pieces of the whole story, we must consider information offered by many news sources.



Myth: WE NEED AUTHORITY AND MONEY TO 'FIX' OUR CHALLENGES - Why would we ask the institutions, and the people who are complicit in maintaining them, to fix the problems they created? Winona LaDuke says: "You shouldn't let your dealer tell you what you need." Are we frustrated enough yet to work on the solutions together? We've been trained to believe these myths:

- Experts and 'science' have the solutions to our challenges; they will provide the relief for our suffering. Q: What if they are the cause of our suffering?
- Money will fix our problems. Does money build trust, cooperation and feelings of confidence? We have gifts to share with each other. Our focus on money continues to take away our power. Money does not give us power. Feelings of agency, support and capability give us power!



Myth: INDIVIDUALISM – Individualism is said to be a “fundamental American principle” so is authoritarianism, lying, stealing, false superiority and also the myth of the 'self-made' person and "united we stand".

INTERDEPENDENCE, on the other hand, is a fundamental planetary principle. We can easily see our impact on the environment and on each other because of our insatiable pursuit of more stuff; a belief created to fill the hole created by 'individualism'. The Rev. Desmond Tutu reminded us that "the solitary individual" is a contradiction in terms.



Myth: "FREE-MARKET CAPITALISM" - You'll find that file between Easter Bunny and Santa Clause. The game is rigged. Capitalism offers some opportunity, but 'the market' does not **respond to our needs**. Instead, it manufactures our desires and externalizes unhealthy costs.



Myth: NOTHING WORKS: Roger Martinson wrote, "the represent array of correctional treatments has no appreciable effect - positive or negative - on rates of recidivism of convicted offenders." In the magazine Public Interest (1974), he stated, "rehabilitative efforts that have been reported so far have no appreciable effect on recidivism." The way that I read this is: the ineffective 'programs' supplied by the prisons (or whomever else) did not impact the already low (compared to today) recidivism rate. He said that no single thing works because we are unique. We are not robots. One thing that always works is 100% pro-social: it's us working together!



EMPLOYMENT AND EDUCATION REDUCE RECIDIVISM Only YOU "reduce recidivism". You and nothing else. It is up to you to utilize education or employment opportunities to support your reentry success; YOU get full credit for how you apply your gifts. After all, employment and higher education did not keep Jeff Skilling, Bernie Madoff, Martha Stewart, Bill Cosby, Charles Kushner, or several elected representatives, out of prison.



CRIMINOGENIC NEEDS Incarcerated people have basic human needs; the same needs we all have. You are not different. This is yet another attempt to scientize othering.



Myth: EXPERTS KNOW WHAT'S BEST

Experts have agendas. Always consider who is paying the 'expert'. Non-profit status does not automatically indicate integrity. Professional 'fixers' are often poor listeners. Prisons, schools and hospitals tell us what we need, they rarely ask what we think or feel. How can they 'help' if they don't hear? We can learn to listen to ourselves and each other by asking questions. We can work, care, and grow together to build our capacity for complexity, cooperation, constructive learning, critical thinking, and agency! We are the 'experts' we've been waiting for.

HOUSING

Like the Fair Shake [Find A Job](#) page, the Housing Search page lists search engines to find housing near you. In addition to the websites listed below, there is a lot more information in the [Resource Directory](#) and in Reentry Guides section below the Search Box.



Aunt Bertha

Aunt Bertha is a social care network that connects people and programs — making it easy for people to find social services in their communities. To do this, we've verified and added hundreds of thousands of programs covering every county in the US.



2-1-1

A phone number and a website! Not sure where to turn? We are here for you. **211 receives more requests for help with finding housing or shelter or paying utilities bills (over 4.4 million each year) than for any other issue.**

Homeless Shelters and Service Organizations:

National list of homeless shelters and other services homelessshelterdirectory.org/

Find the Housing Authority Near You!

A nearly-complete list. Some others are located on the Fair Shake website under State and Local Reentry Guides.

https://www.hud.gov/program_offices/public_indian_housing/pha/contacts



Section 8: Frequently Asked Questions

What is Section 8 Housing?

The actual name of the program commonly known as “Section 8” is the Housing Choice Voucher Program, a federally funded program that subsidizes rent for eligible participants. It is designed to assist very low-income families or individuals. A housing subsidy is paid directly to the landlord on behalf of a participating family/individual.



How do I apply for Section 8 housing?

Contact your local [Public Housing Authority](#).

For further assistance, contact the Housing and Urban Development office nearest you.

Does my criminal record ban me from public housing?

There are only 2 convictions for which a PHA must prohibit admission:

- If any member of the household is subject to a lifetime registration requirement under a State sex offender registration program; and,
- If any household member has ever been convicted of drug-related criminal activity for manufacturing or production of methamphetamine on the premises of federally assisted housing.



National Reentry Resources (besides Fair Shake)

2-1-1 or www.211.org Dial 211 or visit the website!

211 is a vital service that connects millions of people to help every year. Simply call 211 or search for 211 online. Program of United Way.

Services include:

Supplemental food
Shelter, housing, utilities
Emergency / disaster relief
Employment opportunities
Education opportunities
Veterans services

Health care
Rehab and addiction services
Reentry Resources
Support groups
Safe path away from abuse



Aunt Bertha: <https://www.auntbertha.com/>

Search for free or reduced cost services like medical care, food, job training, etc. People can create profiles, connect with resources, and save searches...or search anonymously anytime.

Positive Transitioning: 614-573-0464 or 844-392-9695

CALL FOR RESOURCES: Employment, Housing, Education, and Legal Assistance. - 24/7 Resources and Listening Line Are you looking for resources? Give us a call! Also sign up for coaching, enroll in classes and connect to a mentor or become a mentor. www.positivetransitioning.org

Help Yourself Therapy:

www.helpyourselftherapy.com/

SELF-Therapy For People Who ENJOY Learning About Themselves. Free, confidential, practical advice from a therapist. Everything is easy to understand and to use. Self-disclosure is never needed. Completely confidential.



Help Yourself Therapy

Homeless Accommodation Directory: www.homelessshelterdirectory.org/

Transitional Housing www.transitionalhousing.org

Food Pantries and Soup Kitchens: www.homelessshelterdirectory.org/foodbanks/

Employment Related:

Clothes For Women: **Dress For Success** <https://dressforsuccess.org/>

Clothes For Men: **Career Gear** <https://www.careergear.org/>



careeronestop

U.S. Department of Labor

Career One Stop www.careeronestop.org

Your source for career exploration, training & jobs.

Vital Records www.cdc.gov/nchs/w2w/

Where to write, or where to go, to obtain birth, death, marriage and divorce certificates.

Social Security new or replacement card: <https://www.ssa.gov/ssnumber/>

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Maurice Sprewer

414.874.1657 (list the BEST contact number you have)

Maurice.sprewer@dwd.wisconsin.gov

(be sure that your email address is professional)

EXAMPLE of a FUNCTIONAL Resume'

Production Worker and General Laborer Committed to Safety and Quality

(personal branding statement - describes position and a quality that makes you great at it)

Summary of Skills: *(make sure the skills are relevant to the job you are applying for - usually found in the job description)*

- Sorting, grading, weighing, and inspecting products, verifying and adjusting product weight or measurement to meet specifications.
- Observing machine operations to ensure quality and conformity of filled or packaged products to standards.
- Monitoring the production line, watching for problems such as pile-ups, jams, or glue that isn't sticking properly.
- Attaching identification labels to finished packaged items, or cut stencils and stencil information on containers, such as lot numbers or shipping destinations.
- Stocking and sorting product for packaging or filling machine operation, and replenishing packaging supplies, such as wrapping paper, plastic sheet, boxes, cartons, glue, ink, or labels.
- Packaging the product in the form in which it will be sent out, for example, filling bags with flour from a chute or spout.
- Inspecting and removing defective products and packaging material.
- Starting machine by engaging controls.
- Removing finished packaged items from machine and separate rejected items.
- Counting and recording finished and rejected packaged items.
- Stopping or resetting machines when malfunctions occur, clearing machine jams, and reporting malfunctions to a supervisor.
- Removing products, machine attachments, or waste material from machines.
- Transferring finished products, raw materials, tools, or equipment between storage and work areas of plants and warehouses, by hand or using hand trucks.
- Packing and storing materials and products.
- Helping production workers by performing duties of lesser skill, such as supplying or holding materials or tools, or cleaning work areas and equipment.
- Counting finished products to determine if product orders are complete.
- Measuring amounts of products, lengths of extruded articles, or weights of filled containers to ensure conformance to specifications.
- Following procedures for the use of chemical cleaners and power equipment to prevent damage to floors and fixtures.
- Mixing water and detergents or acids in containers to prepare cleaning solutions, according to specifications.
- Loading and unloading items from machines, conveyors, and conveyances.
- Operate machinery used in the production process, or assist machine operators.
- Placing products in equipment or on work surfaces for further processing, inspecting, or wrapping.

Relevant Production and General Labor Experience

General Laborer (Position while incarcerated)

State of Wisconsin / Badger State Industries / FBOP *(whichever applies)*

year - year

City, State

Previous Relevant Employment

Previous Employer

year - year

City, State

Other Experience

Previous Relevant Employment

Previous Employer

year - year

City, State

Education

Relevant Education

(Relevant Degree / Diploma)

*Created by Maurice Sprewer Employment & Training Specialist / Reentry Coordinator
DWD / Job Service 4201 N. 27th Street Suite 602 Milwaukee, WI 53216*

Your Name
Milwaukee, WI
Your email
111-222-3333

**EXAMPLE of a
Letter of Explanation**

Re: Letter of Explanation

Insert Date Here.

Dear Sir or Madam,

The things I value most are honesty, integrity and directness. Therefore, in anticipation of the criminal background check, you will find that in October of 2006 I was convicted of the offense of Armed Robbery - Use of Force. I served 24 months in prison for my crime. Upon release in 2008, I unfortunately, returned to the same negative influences and the same circle of negative associations and as a result, I re-offended in 2009. The charge was again, Armed Robbery this time as a Party to a Crime. I know that what I did was wrong. It was a result of poor decision making on my part and it hurt a lot of people. I've learned a great lesson and won't repeat those past mistakes.

While incarcerated, I completed my HSED through the Warren Young School. In addition, after a period of careful self-examination, I began working on ME. I successfully completed coursework in **Walking the Line - the Vow to Succeed Program, Cognitive Intervention Phases I and II, and Re-Entry bridge to Success programs**. I then continued my education, gaining **certifications in Telecommunications Technologies as a Network Cabling Specialist in Copper Based Systems**. Since my release I have done some full time work as laborer in a tannery and volunteered my time at my 11 year old son's school. However, I am looking forward to getting back to work full-time in the field of Telecommunications as an installer so I may further demonstrate the changes in my life and be a responsible member of society.

I can understand why you may be hesitant to hire someone with my background. However, I am eligible for **The Fidelity Bonding Program which can insure you for up to \$25,000** against any act of dishonesty on my part. Additionally, when you hire me, you will be eligible for **Work Opportunity Tax Credits to save you up to \$9,000 this year**. I will be happy to provide you more information about those programs during our interview. Lastly, I recently successfully completed the **Pipeline to Employment Training Program for Former Offenders** sponsored by the **State of Wisconsin Department of Workforce Development** and I can provide a letter of recommendation from them at your request.

I am eager to pursue this or other opportunities with your company because I am confident my skills and experiences will dovetail with the needs of your business.

Thank you for your time and consideration.

Sincerely,

Your name here

Created by Maurice Sprewer Employment & Training Specialist / Reentry Coordinator
DWD / Job Service 4201 N. 27th Street Suite 602 Milwaukee, WI 53216

PRE-RELEASE INVENTORY

Additional items to add to your list!

1. List the gifts that you bring with you!

- Include your courage, determination and authenticity.
- Your ability to listen well and offer the greatest gift a person can give: your attention.
- The special tools and skills you've developed to share with employers, coworkers, customers and clients.
- Expanded knowledge, compassion and commitment to those who are close to you.
- The unique perspective, and pro-social community-building skills that you have to construct the future with others!



2. Prepare for tough times. Write down book titles, articles, names of friends and family, and community resources you can turn to when things are tough; or when you feel down or vulnerable. When it's difficult to reach out to people; books may be a good place to start.

3. Check for "Over-Confidence". It's crucial to be confident...but foolish to be over-confident! Here are a couple of ideas to locate and address possible points of overconfidence:

- + Play "Devil's Advocate". Be critical and pessimistic. If possible, solicit the help of a friend or a young person. (In general, the young are better at this than adults.)
- + Resist comparing yourself to others. Everyone does things differently!
- + Listen to, and address, concerns or criticisms from others. This doesn't mean you need to argue with them or change course. Just check to see if you are fully considering their perspective.
- + Mix modesty and humility with enthusiasm.

4. Remember: you've got a lot of choices ahead! There's always more than one option, and almost always more than two. Try to find at least 4 options from which you can build or blend options to create your best opportunities!

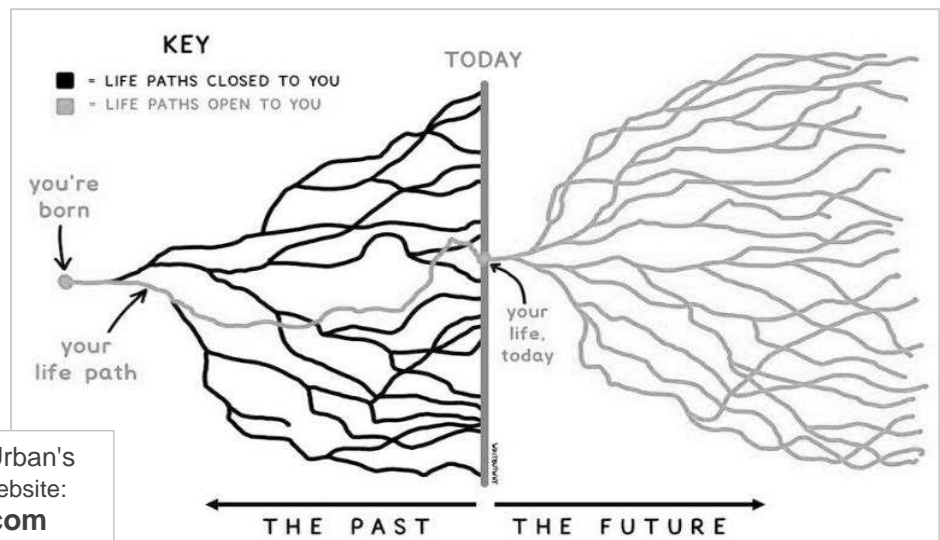


Image from Tim Urban's
Wait But Why website:
waitbutwhy.com

AGENCY and ACTION

What can we do,
with what we have,
where we are,
right now ?

*** We can get ready for change; ready to build what comes next; ready for the unknown! We can read, write, plan, draw, and think – as a strategic problem solver and community building collaborator.

*** We can stay flexible...mentally and physically...so that whatever comes, we will be ready and able to adjust and contribute.

*** We can reflect, and deepen our understanding and compassion.

*** We can consider the things that we would most love to give our deep attention to and consider how our unique gifts could bring strength to the areas we are most passionate about.

*** We can gather tools and build skills that we will need such as attending to issues with anxiety, depression, loneliness, self-doubt; or deepening skills we already have and which are so hard to find such as listening and caring.

*** We could learn something important for community building, so we can share it with any community we join.

*** Feel free to reach out to Fair Shake to see if we can connect you with a group of people who are working in the area where you would like to invest your efforts: outreach@fairshake.net.

Wishing you all the best through your transitions to come! Your success is important to me...and to our future together. **Ubuntu!**

Transition Tips

Reentry can be both exciting and frustrating! Our attitude toward release from prison is that it should be a simple matter of getting resettled, resuming routines, and reestablishing your relationships; but reality proves there is much more to it than that. Here is a list of tips to consider that can help you go through the transition process:

1. **Mentally prepare for the adjustment process.** Be prepared for anything... especially the most challenging things like rejection, depression, anger and disappointment. Also, be prepared for things to be NOT as you expect them to be.
2. **Give yourself permission to ease into the transition.** Allow yourself the space and time to acclimate to your new environment. Don't worry if it takes you a little while to get used to things again. You'll need time to reflect upon what is going on around you.
3. **Understand that the familiar will seem different.** You have changed; home has changed. You will see familiar people, places, and behaviors from new perspectives.
4. **Expect to do some 'cultural catching up'.** Clothes, trends, language, and more have changed!
5. **Reserve judgments.** Reserve all judgments of others, but especially negative judgments; just as you would like to have others reserve judgments of you. Resist the impulse to make snap decisions.
6. **Expect mood swings.** It is entirely possible for you to feel ecstatic one moment and completely defeated a short time later. It's okay; it is a part of the process.
7. **Allow sufficient time for reflection and self-analysis.** Your most valid and valuable analysis of an event is likely to take place after allowing time for reflection. Consider your core values and determine how you can live within them.
8. **Respond to inquiries thoughtfully and carefully.** Prepare to greet surprise questions with a calm, thoughtful approach. If you find yourself being overly defensive or aggressive, take a deep breath and relax.
9. **Seek support networks.** Don't isolate yourself! There are people who want to help you through your transition. You will find them if you look...
10. **Volunteer.** A great way to connect to community, build references and network with people and possibilities is to volunteer.

To prepare yourself for upcoming challenges, it is safe to expect the following:

- You will have to prove yourself (over and over and over).
- People will make many assumptions about who you are now.
- You will be different than when you left; your family and friends will be different, too!
- People will expect a lot from you.
- The way you'd hoped things would be will be different from the way they are.
- You will feel down or depressed after the initial return 'honeymoon' period. Please refer to our Culture Shock! page for further transition considerations.

EMOTIONS: THE BASICS

By: Tony Schirtzinger - www.helpyourselftherapy.com

What every eight-year-old should know, and most adults have never been taught, about the emotions that run our lives.

Basics #1

YOUR NEEDS AND WANTS

This topic explains what your feelings are, how to use them to help yourself, and how to overcome the ones that get in your way.

This information applies to every second of your life and every decision you will ever make.

Learning to apply the concepts in these few short pages can go a long way toward improving your life!

Keep these pages close at hand and use them regularly.

YOUR ENERGY AND YOUR FEELINGS

We get our physical energy from taking care of our bodies well – not perfectly, and not obsessively. We only need to eat, sleep, and exercise well enough in order for our feelings to give us all of the information we require about our needs and wants, and all the energy we'll need to address them.

Feelings are actually energy surges which tell us, very specifically, what we want or need.

When our feelings are strong enough to grab our attention, we can be certain that we'll have sufficient energy to handle things.

YOUR NEEDS

Needs are about survival. We would die if we didn't get what we need.

An adult needs the same things an infant needs. We need: food, air, space, exercise, temperature control (avoiding being too hot or too cold), and to eliminate waste efficiently.

We also need attention or "strokes" from each other. We don't need anything else!

YOUR NEED FOR ATTENTION OR "STROKES"

A "stroke" is a unit of recognition. When we receive a stroke, we are being noticed by someone.

Infants need strokes to survive. Adults want strokes so much that getting attention (just being recognized) is the strongest want we will ever experience in our lives.

FOUR KINDS OF STROKES

<i>TYPE OF STROKES</i>	<i>THE ATTENTION COMES FROM:</i>	<i>EXAMPLE:</i>
<i>Conditional Positive</i>	People who like something you did.	"I like how you did that."
<i>Conditional Negative</i>	People who do not like something you did.	"I don't like that about you."
<i>Unconditional Positive</i>	People who like the whole you.	"I love you!"
<i>Unconditional Negative</i>	People who do not like the whole you.	"You are worthless!"

Get good at understanding... and deeply absorbing... the first three.

And be sure to powerfully turn down and throw away all the "Unconditional Negative Strokes" you ever receive!

THE FIRST SIGN OF DISCOMFORT

Some people ignore their needs. They live in pain and may die from it. Most of us don't ignore our needs. We notice our need but then

we wait while the discomfort turns to pain.

Don't wait!

Get good at noticing the very first feeling of discomfort! Avoid emotional problems by taking care of your physical needs at the first sign of discomfort!

TRIGGERS FOR FEELINGS
Feelings are triggered by reality or fantasy. (It's always one or the other, never both.) **REALITY**

comes to us through our senses. If we can see it, hear it, taste it, smell it, or feel it on our skin, then it is real.

FANTASY is all mental activity – including thoughts, memories, dreams, ideas, etc. Fantasy doesn't come TO us, it comes FROM us – from our own brains.

If we only think it, it might be true or it might be false – but it is not real!

FEELINGS WE CREATE

Feelings that start in our brains rather than in our senses are unnecessary and optional, because they are not real. If we create painful feelings, we will need

to change how we think in order to feel better. If we create pleasurable feelings, that's great – as long as we remember we are only imagining.

Sometimes we create feelings which are so strong that they hide our real feelings from our senses. When we do this, we are out of touch with reality, and in real danger of making serious mistakes.

Basics #2:

YOUR NATURAL FEELINGS

THE NATURAL, REAL FEELINGS

Feelings that start in our senses are natural responses to the real world.

When we notice real anger, or sadness, or scare, we notice that something is wrong in our lives.

When we notice real joy or excitement, we notice that something is right in our lives. Natural feelings are always trustable. Learn what they are saying to you. Use them well.

TYPES OF FEELINGS

There are 5 natural and necessary feelings: EXCITED, SAD, MAD, GLAD, SCARED.

There are many other unnatural and unnecessary feelings – and all of them cause problems. Guilt, shame, and imagined fear are by far the most common and troublesome of these. ("The Basics #3" is about these.)

THREE HUGE QUESTIONS THAT AFFECT OUR FEELINGS

When any feeling starts, we are immediately faced with three huge questions, and we tend to automatically answer them in less than a second:

1) Will you admit to yourself what you are feeling? If you don't, you'll feel "out of touch" or "crazy" or uncentered.

2) Will you express the feeling either alone or with someone else? If you don't, you are giving up the chance for relief.

3) Will you take action to improve things? If you don't, you are giving up the chance to improve your future.

When we are having problems, we need to slow down this automatic process so that it takes longer than a second or two. This will allow us to think through each step instead of relying on old habits.

THE FIVE NATURAL FEELINGS

Use this information so you will always know what you want and feel.

<i>THE FEELING:</i>	<i>WHEN YOU FEEL IT:</i>	<i>WHAT TO DO FIRST:</i>	<i>WHAT TO DO NEXT:</i>
<i>SADNESS</i>	When you've LOST something, or when something important is MISSING from your life.	Feel it through thoroughly, to notice how important the loss was.	Work to replace what you've lost or what is missing.
<i>ANGER / MAD</i>	When there is a BLOCK between you and what you want.	Feel it through thoroughly, to notice how powerful you are.	Work toward getting past the block powerfully, wisely, and safely.
<i>FEAR / SCARED</i>	When your EXISTENCE is threatened.	Feel it immediately – in a second or less – and notice the danger.	Tune into your senses (what you see, hear, smell, taste or feel) and protect yourself!
<i>EXCITEMENT</i>	When you are ON YOUR WAY to something you want.	Feel it through thoroughly, to notice how good you feel about what's coming.	Enjoy it for the fun of it!
<i>JOY</i>	When You've GOT What You Want.	Feel it through thoroughly, so you notice how happy you are and how good you are at getting what you want.	Enjoy it for the fun of it!

HOW TO FIND EACH FEELING IN YOUR BODY	
1st	Remember a time when you felt each feeling very strongly.
2nd	Recall what was going on when you felt the feeling so strongly. Remember it in enough detail so that you actually start to feel the feeling again.
3rd	Notice where, in your body, you feel each emotion. (Find your "sad spot," your "angry spot," etc.)
4th	Describe what you feel in your body. Use adjectives like tight, weak, empty, heavy, light, etc.
5th	REMEMBER what you learn by doing this. Do this exercise over a few times if needed.

You will need this information to know who you are and what you want and to make every decision you will ever make.

Basics #3: UNNATURAL FEELINGS

ABOUT GUILT

Since guilt is not a natural, necessary emotion, it blocks and wastes our energy.

Guilt is a cover-up for which anger, which leaves us feeling sad.

We wonder: "Why am I so sluggish and irritable?"

On the surface we feel:
SAD or DEPRESSED

We've been telling ourselves things like:

"I shouldn't be angry. I should be understanding."

"That person didn't mean to hurt me."

"I'm too sensitive."

"I should just take the mistreatment."

"I don't deserve better."

Down deep we feel: ANGRY

Make A Conscious Choice:
Will I admit to myself that I'm angry or will I keep feeling guilty and be depressed?

BE PROUD OF YOUR
ANGER!

It's there to protect you.
Let it do its job!

ABOUT SHAME

Since shame is not a natural, necessary emotion, it blocks and wastes our energy.

Shame is a deep belief in our own worthlessness. It comes directly from being shamed as a child.

We wonder: "Why don't I seem to care what happens to me like other people do?"

On the surface we feel: VERY
SAD and "HOPELESS."

We've been telling ourselves things like:

"I'm no good. I just don't feel worthwhile."

"I wonder what's wrong with me, but most of the time I just don't care."

"I might as well have a drink (or a drug, or take a big risk)."

Down deep we feel:
MOSTLY SAD, BUT
FEARFUL & ANGRY TOO.

Make A Conscious Choice:
Will I keep believing those people who shamed me or will I treat myself well and be happier?

Know that anyone who shamed you was wrong!

ABOUT IMAGINED FEAR

Since imagined fear is not a natural, necessary emotion, it blocks and wastes our energy.

Imagined fear is a feeling we create to cover deeper feeling which bother us more.

We wonder: Why am I afraid?
Why do I always ask: What if?
Why don't I stop scaring myself?

On the surface we feel: FEAR

We've been telling ourselves:
I hate being afraid.
I wish I could do what other people do, and not be afraid.
I wish I'd stop thinking about every single bad thing that could happen.

Down deep we feel:
USUALLY SAD.
SOMETIMES SHAME

Make A Conscious Choice:
Will I always feel scared or will I face and overcome my deeper bad feelings?

Face what you feel that bothers you more!

You will get past the deeper feelings. But creating fear can last forever!

All other created feelings that feel bad.

It is possible to create any feeling – and any created feeling that feels bad will block and waste our energy.

All imagined feelings are habitual feelings we create to cover deeper, real feelings that bother us more.

We wonder:
Why do I keep feeling this same feeling all the time, even when I know it's not necessary?

On the surface we feel:
THE CREATED FEELING.

We've been telling ourselves:
I hate feeling this all the time.
I wish I'd feel and do a wider range of things like other people do.
Why can't I stop making myself feel this way?

Down deep we feel:
Real feelings that seem too much to handle.

Make A Conscious Choice:
Will I keep feeling this way or will I face and overcome the deeper bad feelings?

You can overcome the deeper feelings alone or with help, but the habitual feeling you are creating could go on forever.

Face the feelings that bother you more!

Stop covering them with your "favorite" bad feeling!

These three topics contain the most important information I have for you.

I originally wrote "The Basics" around 1985. I refer to these concepts many times every day in my work with others and in dealing with my own dilemmas.

I sincerely hope you will keep this information readily available and use it frequently.

Use it whenever you feel stuck in bad feelings, when you want to feel more joy and excitement, and when you feel the healthy urge to look inward.

I WISH YOU THE RICHEST, HEALTHIEST, HAPPIEST LIFE YOU CAN ARRANGE!

Tony would like very much to hear your thoughts and experiences as you apply the information provided here. Please send your comments to Fair Shake, and I'll pass them on to Tony! I will then send his responses back to you, if you would like to hear what he thinks.

Fair Shake PO Box 63 Westby, WI 54667

Tony shares more great insights at www.HelpYourselfTherapy.com

Fair Shake's

MYTH-BUSTERS



Myth: FALSE DICHOTOMIES – The idea that you must choose between two options: Yes or No. Good or Bad. Right or Wrong. Candidate A or B. Rise or Fall. With Us or Against Us. Science vs Religion. Rational vs. Emotional. Individual vs. Group. and one that I've heard a lot in my life: "That's a man's (sport, job, perspective); it's not for women". (a form of yes or no) Whenever you need to make a choice, see if you can find 4, 5, or even 10 options!



Myth: WE STOP LEARNING – If I had never touched a flame before I turned 58 years old, I would learn to never touch one in the future if I touched one today. We acquire information constantly and we organize it into meaning. We may even care enough to find out how what we learned relates to what we already know and believe. One thing school failed to teach us is how to learn, and how to discern what we learn. The 'information sources' today are louder, strangely influential, and grossly incomplete. To get the full picture, we have to dig for information and ask good questions, while also trying to avoid getting overwhelmed or trapped. We must keep learning, and as we learn, we can learn to live together better! We do not have to accept limitations or acceptable levels of suffering. We are NOT STUCK. We can learn...and then change...whatever we want. "There is no inevitability as long as there is a willingness to contemplate what is happening." - Marshall McLuhan (author of The Medium is the Message)



Myth: MERITOCRACY - The more you learn the more you earn', 'you can make it if you try', 'pull yourself up', etc. Many ways to reinforce the idea that the people who have the money and the stuff are successful because they earned what they have, they got all their money through hard work and a shrewd (including a 100% respectful, environmentally-sound and firearms-free!) investment strategy. If only. Investing is almost never in line with our humanity values...yet it is always in our best interest to invest in humanity. Meritocracy is justified stratification; people above others for their achievements. Michael Sandel said: "We've slid into the assumption that the money people make is the measure of their contribution to the common good." I wonder how the merit idea would work if we increase accolades and 'status' based on care about others?



Myth: INCARCERATION PAYS A 'DEBT TO SOCIETY' - Why do we keep repeating this? Members of society believe that incarceration and the judicial system costs them money; they do not feel that they have been paid in any way. How could they? The only debt that has been paid is the one requested and required by a heartless and hungry punitive system. Society has little faith that 'the system' is providing the information necessary to reengage successfully. Together, we can change this. The 'justice system' is the only group getting paid.



Myth: WE ARE FRAGILE - The "Helping" Industry relies on us being weak. ACE (Adverse Childhood Experiences) scores may describe some aspects of people, but they in no way represent who we are. Many of us with high ACE scores have also become even more than resilient, we are now anti-fragile because of our challenges. This means that the adverse conditions made us stronger than we would have been without them.



Myth: TV NEWS INFORMS YOU OF WHAT IS GOING ON All you get from any single news source is what they want you to see and believe. What they show us is what their sponsors want them to show us. Sponsors demand support, so the advertisements determine the 'news' you'll see on TV. Social Media cannot be counted on to inform us of anything but an opinion. To get more pieces of the whole story, we must consider information offered by many news sources.



Myth: WE NEED AUTHORITY AND MONEY TO 'FIX' OUR CHALLENGES - Why would we ask the institutions, and the people who are complicit in maintaining them, to fix the problems they created? Winona LaDuke says: "You shouldn't let your dealer tell you what you need." Are we frustrated enough yet to work on the solutions together? We've been trained to believe these myths:

- Experts and 'science' have the solutions to our challenges; they will provide the relief for our suffering. Q: What if they are the cause of our suffering?
- Money will fix our problems. Does money build trust, cooperation and feelings of confidence? We have gifts to share with each other. Our focus on money continues to take away our power. Money does not give us power. Feelings of agency, support and capability give us power!



Myth: INDIVIDUALISM – Individualism is said to be a “fundamental American principle” so is authoritarianism, lying, stealing, false superiority and also the myth of the 'self-made' person and "united we stand".

INTERDEPENDENCE, on the other hand, is a fundamental planetary principle. We can easily see our impact on the environment and on each other because of our insatiable pursuit of more stuff; a belief created to fill the hole created by 'individualism'. The Rev. Desmond Tutu reminded us that "the solitary individual" is a contradiction in terms.



Myth: "FREE-MARKET CAPITALISM" - You'll find that file between Easter Bunny and Santa Clause. The game is rigged. Capitalism offers some opportunity, but 'the market' does not **respond to our needs**. Instead, it manufactures our desires and externalizes unhealthy costs.



Myth: NOTHING WORKS: Roger Martinson wrote, "the represent array of correctional treatments has no appreciable effect - positive or negative - on rates of recidivism of convicted offenders." In the magazine Public Interest (1974), he stated, "rehabilitative efforts that have been reported so far have no appreciable effect on recidivism." The way that I read this is: the ineffective 'programs' supplied by the prisons (or whomever else) did not impact the already low (compared to today) recidivism rate. He said that no single thing works because we are unique. We are not robots. One thing that always works is 100% pro-social: it's us working together!



EMPLOYMENT AND EDUCATION REDUCE RECIDIVISM Only YOU "reduce recidivism". You and nothing else. It is up to you to utilize education or employment opportunities to support your reentry success; YOU get full credit for how you apply your gifts. After all, employment and higher education did not keep Jeff Skilling, Bernie Madoff, Martha Stewart, Bill Cosby, Charles Kushner, or several elected representatives, out of prison.



CRIMINOGENIC NEEDS Incarcerated people have basic human needs; the same needs we all have. You are not different. This is yet another attempt to scientize othering.



Myth: EXPERTS KNOW WHAT'S BEST

Experts have agendas. Always consider who is paying the 'expert'. Non-profit status does not automatically indicate integrity. Professional 'fixers' are often poor listeners. Prisons, schools and hospitals tell us what we need, they rarely ask what we think or feel. How can they 'help' if they don't hear? We can learn to listen to ourselves and each other by asking questions. We can work, care, and grow together to build our capacity for complexity, cooperation, constructive learning, critical thinking, and agency! We are the 'experts' we've been waiting for.

Computers and Technology - Equipment Internet and Training

Everyone On helps unlock social and economic opportunity by connecting low-income people to affordable internet service and computers, and delivering digital skills trainings. Find Low-Cost Internet Service, Computers and Free Training in Your Area!

<https://www.everyoneon.org/find-offers>

Employment - Employment Services

We are dedicated to helping you find your next career! The National Urban League is a historic civil rights organization dedicated to elevating the standard of living in historically underserved urban communities. Founded in 1910, the National Urban League spearheads the effort of its local affiliates through the development of programs, public policy research and advocacy.

<http://www.nuljobsnetwork.com/>

Employment - Employment Services

America Works includes work readiness training, vocational training, career placement, career advancement, and employment retention services. Our mission is to equip each individual who comes to our offices with the right tools so that they are able to provide for themselves and their loved ones. People find employment, and employers find talent! Due to the Coronavirus Pandemic, you must contact the office first before you engage in in-person services. Call us at 1-314-665-1222 to get started!

<https://americaworks.com/virtual-contact-info/>

Employment - Licensing Information

Find information about professional, business and recreational licensing in Missouri

<http://www.gyl.com/state-MO.html>

Employment - Staffing Agency

Manpower is dedicated to enriching people's lives with meaningful employment and development opportunities, as we have done for more than 60 years.

<https://www.manpower.com/ManpowerUSA/home>

Employment - Workforce Development

3315 West Truman Blvd., Room 213

P.O. Box 504

Jefferson City, MO 65102

573-751-9691

573-751-4135 fax

E-Mail Diroffice@dolir.state.mo.us

<http://labor.mo.gov/>

Money - Finances/Budgeting

GreenPath will work with you to build a personalized plan of action for regaining control of your debt. We assess your household budget, find places for you to save, and help you prioritize your payments to creditors and plan a lifestyle that you can afford. It all works toward helping you achieve your financial goals, better manage debt and avoid problems in the future. Available in Spanish.

<http://www.greenpath.com/>

Money - Finances/Budgeting

800.388.2227

Employment - Employment Programs

4366 Manchester Ave

St. Louis, MO 63110

314.534.1188

Monday - Friday 9am - 4pm

Beyond Jobs is a four-part initiative made up of Job & Leadership Training, Hire St. Louis, Revive Thrift Shop and Hatch Enterprises.

Beyond Jobs equips men with job training, a community of support and employment opportunities so they can access legal, livable wage jobs. While only 16% of men are working when they enter Beyond Jobs, two months later over 60% are employed and five months later more than 73% are employed.

<http://www.missionstl.org/beyondjobs>

Employment - Employment Services

Employment Connection is a nonprofit St. Louis community asset that breaks down barriers to self-sufficiency for individuals with limited opportunities including the homeless, ex-offenders, U.S. veterans, high school dropouts, women on welfare, and at-risk youth.

Offering more than just a job, Employment Connection provides valuable resources, training, and support to inspire and empower clients to change their circumstances and become employed.

400 Laclede Avenue

St. Louis, MO 63108

Phone: (314) 652-0360, ext. 104

<http://www.employmentstl.org/>

Employment - Employment Services

America Works includes work readiness training, vocational training, career placement, career advancement, and employment retention services.

Our mission is to equip each individual who comes to our offices with the right tools so that they are able to provide for themselves and their loved ones. People find employment, and employers find talent! Due to the Coronavirus Pandemic, you must contact the office first before you can engage in in-person services. Click on the link above to find the location nearest to you.

<https://americaworks.com/virtual-contact-info/>

Employment - Staffing Agency

PeopleReady has re-imagined and simplified the path that connects people and work. Whether you need workers or you're looking for new job opportunities, we're ready to deliver results for you today.

<https://www.peopleready.com/>

Employment - Temporary Staffing Agency

12305 Olive Boulevard

Creve Coeur, MO 63141-6401

314.485.2110

<http://www.pridestaff.com>

Employment - Workforce Development

If you have lost your job, want to change careers, or are new to the job search, how do you decide where to start the job hunt? We're here to help!

<https://jobs.mo.gov/jobseeker>

Money - Finances/Budgeting

Free Credit Counseling! Our mission is to help all Americans gain control over their finances. For over 60 years, NFCC and its member agencies have helped people just like you pay off debt and grow in their financial capability. Our services help people overcome financial challenges at nearly every stage of life.
<https://www.nfcc.org/>

Money - Free Credit Report

Free credit reports authorized by federal law. Federal law allows you to get a free copy of your credit report every 12 months from each credit reporting company.
<https://www.annualcreditreport.com/index.action>

Money - Social Security Benefits after Incarceration

Social Security and Supplemental Security Income Benefits
Individuals released from incarceration may be eligible for Social Security retirement, survivors, or disability benefits if you have worked or paid into Social Security enough years or Supplemental Security Income benefits if you are 65 or older, or are blind, or have a disability and have little or no income and resources.
If you believe you qualify, call our toll-free telephone number, 1-800-772-1213.
If you are deaf or hard of hearing, call TTY 1-800-325-0778.
<https://www.ssa.gov/reentry/benefits.htm>

Reentry Resource - Multiple Resources Available

Our findhelp technology powers Americas leading social care network. Our network features more than 300,000 free and reduced-cost programs in all 50 U.S. states, territories, and Puerto Rico, powering social care systems for hundreds of customers nationwide.
https://www.findhelp.org/find-social-services/misso uri?ref=ab_redirect

Reentry Resource - Multiple Resources Available

Scroll down the page to find your state. Titles in the left column will lead you to resources available nationwide.
If you scroll down the page to find your state name, you can click on that for statewide resources.

<https://www.needhelppayingbills.com/index.html>

Reentry Resource - Multiple Resources Available

St. Patrick Center
Phone: 314-802-0700
800 North Tucker Blvd.
St. Louis, Missouri 63101
acurcio@stpatrickcenter.org
<http://www.stpatrickcenter.org/>

Reentry Resource - Multiple Resources Available

Criminal Justice Ministry Society of St. Vincent de Paul
100 North Jefferson

800.388.2227

Free Credit Counseling! Our mission is to help all Americans gain control over their finances. For over 60 years, NFCC and its member agencies have helped people just like you pay off debt and grow in their financial capability. Our services help people overcome financial challenges at nearly every stage of life.
<https://www.nfcc.org/>

Money - Financial Management Literacy

Operation HOPE Headquarters
91 Peachtree Street NE, Suite 3840
Atlanta, GA 30303
888-388-HOPE (4673)

Operation HOPE has a series of programs to support your path to successfully improving your credit, reducing debt, increasing savings, buying a home or starting a business. Our programs and services, which serve youth and adults, are offered at no cost to you.
<https://operationhope.org/>

Money - Free Credit Report

Get a free copy of your credit report every 12 months from each credit reporting company.
<https://www.annualcreditreport.com/index.action>

Reentry Resource - Multiple Resources Available

Search for benefits in Education, Grants, Loans, Social Security, Housing and Utilities, Employment and Career Development, Financial Assistance and more.
<https://www.benefits.gov/categories>

Reentry Resource - Multiple Resources Available

211 connects you with thousands of nonprofit and government services in your area. If you want personal assistance call the three-digit number 211 or 877-947-2211. A friendly voice to talk with you 24/7/365.
<https://mo211.myresourcedirectory.com/>

Reentry Resource - Multiple Resources Available

2709 Woodson Road
Overland, MO 63114
(314) 863-0015
The Community Action Agency provides low-income people with a variety of services and support including a food pantry and community gardens, reentry employment support, mental health programs, help with utilities and much more.

<https://www.caastlc.org/>

Reentry Resource - Multiple Resources Available

CRIMINAL JUSTICE MINISTRY
941 Park Ave. 63104
314-652-8062
Works with prison inmates and their families to provide various services.
Next Steps Home-Ex Offender Re-entry Housing Program mostly for men and women who are

St. Louis, MO 63103
Phone: (314) 881-6000
Fax: (314) 531-6712
Toll free: (877) 238-3228
Intake and Referral Line: (314) 531-SVDP, ext. 7837
Email: cjm99@earthlink.net
The Criminal Justice Ministry of the Society of St. Vincent de Paul, St. Louis Council, has the distinct and important mission of serving prisoners, victims, their families, ex-offenders, and others involved in the criminal justice system. The ministry, which was founded in 1979. Provides information, referrals, mentoring, public information and advocacy.

Reentry Resource - Multiple Resources Available

Connections to Success
1431 North Kingsland Avenue
St. Louis, MO 63133
Phone: (314) 333-4490
Email: kathylambert@charter.net
A holistic model designed to begin working an individual pre-release from prison through a Personal and Professional Development Class to create a life plan as they transition back to the community. The individual is matched with a success team (mentor team of 2-3 individuals) from the faith community to walk along beside them as they transition to the community. CtS works with job development and placement, retention follow-up, and assists the individual with their life plan, ie. housing, education, etc. The life plan, success teams, case managers and probation officers working in concert together to assist individuals adapt, become law-abiding citizens, rejoin families and retain employment.
<http://connectionstosuccess.org/>

working.

<http://www.cjmstlouis.org/>

Reentry Resource - Multiple Resources Available

Lutheran Ministries
3558 South Jefferson
St. Louis, MO 63118
Phone: (314) 268-1171
Family Outreach
Area Served: St. Louis
Provides transportation, self-help support group, mentoring, religious ministry and referrals.

Shelter - Financial Counseling

HUD sponsors housing counseling agencies throughout the country that can provide advice on buying a home, renting, defaults, foreclosures, and credit issues. This link sends you to a page that allows you to select a list of agencies for each state. You may search more specifically for a reverse mortgage counselor or if you are facing foreclosure, search for a foreclosure avoidance counselor.
<http://hud.gov/offices/hsg/sfh/hcc/hcs.cfm?weblistaction=summary>

Employment Tips

We often have to work our way up to the job we want; either because it is not available when we go to find it or we need more experience, education, preparation or time to get ready. Although we will spend time working at jobs that are not our preference, we can enjoy the interim more when we stay focused on our goals.

Start by asking yourself:

- What kind of job or career do I want?
- What am I willing to do, learn or sacrifice to get that job or career?

Before venturing out into the world of work you will have to obtain necessary documents.

The most frequently requested documents are:

- Birth Certificate
- Driver's license or Basic Identification
- Social Security Card

The birth certificate and driver's license forms offered in our Employment Documents are samples. You can find links to the applications that you need in our Resource Directory!

Next, ask yourself the following questions

- What occupations or industries in your area are in need of employees?
- What are your employment limitations due to your particular crime?
- What is the income you need in order to pay for housing, food, energy, phone, child support, restitution, transportation, etc? (check out our [Build a Budget Worksheet](#))
- Which strategies do you think would be most effective for "selling" your attributes?

To prepare to apply for a job you may want to create the following worksheets:

- Inventory your work history in and out of prison
- List your training, skills, limitations, and health considerations
- Gather all the information you will need to fill out employment applications. Are you ready to fill them out online? (Several companies only accept online applications.)

Considerations and Preparation

What are your employment resources?

- Classified ads (in the paper or locally found on-line)
- Applying for jobs with companies you want to work for
- Job Assistance and Job Training centers
- Craigslist, Monster.com, other job-search websites

Skills Assessment and Personal Strengths Evaluation

Consider taking a free online self-assessment test help us see what careers we are suited for. If you type the phrase 'self-assessment test' into any search engine, several options will be available for you to check out.

Do you need clothes for your interview or new job?

Check out Dress for Success, a global program that may have a location near you!

(www.dressforsuccess.org)

Resume' and Interview tips:

Two good places where you get the chance to show a company why they cannot afford NOT to hire you. Keep these tips in mind as you write your application or resume', and prepare for job interviews:

- Be cheerful in your in-person or telephone job interviews.
- Talk about the benefits of your experience and the relevant expertise you offer.
- Speak about the value you would bring to the company.
- Share stories in the job interview about success in prior assignments.
- Talk about your ability to work with a diverse group of people.

Typical Barriers to Employment:

- Lack of updated resume
- Appropriate clothing for job search
- Transportation
- Stable housing
- Substance abuse
- Poor interview skills
- Poor job search skills
- Not a high school graduate
- No documentation (ID, Social Security card)

SMART: What is your strategy for overcoming barriers and creating success?

You can create a clear strategy by following SMART guidelines:

Specific Measurable Attainable Realistic Timely (or Tangible)

Specific – what is the specific goal you wish to achieve?

Can you answer these questions?

- Who do you need to be involved?
- What do you really want to accomplish?
- When do you want to accomplish it?
- Where do you need to be to accomplish it?
- Why do you want to achieve this goal?
- Which things do you need to get in order and which are the constraints to achieving your goal?

Measurable – How will you know when you've achieved your goal? What criteria have you set up to measure your progress and reach your target dates?

Attainable – Can you see yourself achieving this goal? Can you see the path to get there and then see yourself in that place of having reached the goal?

Realistic – Are you willing and able to achieve the goal?

Timely – How long do you need to achieve your goal? Work out your goal date and then the smaller goals that must be met to meet that goal date?

Tangible – Imagine: can you taste, touch, smell, see or hear the results of achieving your goal?

COMPANY OR
EMPLOYER NAME: _____

POSITION APPLIED FOR: _____

APPLICANT TELEPHONE: _____

SOCIAL SECURITY NUMBER: _____

Employment Application

YOUR NAME: _____
Last First Middle

ADDRESS: _____

ARE YOU LEGALLY ELIGIBLE FOR EMPLOYMENT IN THE U.S.A.?

☐ Yes ☐ No (If yes, verification will be required.)

I AM SEEKING A PERMANENT POSITION: ☐ Yes ☐ No

IF NECESSARY FOR THE JOB I AM ABLE TO:

Are you able to perform the essential functions
of the position with or without accommodations?

☐ Yes ☐ No

Work (which shifts)? _____

Work overtime? _____

Provide a valid Alaska Drivers License? _____

IF NECESSARY FOR THE JOB, ARE YOU OVER (Please mark one) 14__ 15__ 16__ 18__ 19__ 21__

I WILL BE ABLE TO REPORT TO WORK ____ DAYS AFTER BEING NOTIFIED THAT I AM HIRED.

EDUCATION:	Yrs. Completed	Field of Study	Graduate or Degree
High School _____			
College/University _____			
Business/Technical _____			
Other (May include grammar school) _____			

MILITARY SERVICE: ☐ Yes ☐ No

Duty/Specialized Training: _____

REFERENCES: List two personal references who are not relatives or former supervisors.

Name	Address	Telephone	Occupation	Years known
_____	_____	_____	_____	_____
Name	Address	Telephone	Occupation	Years known
_____	_____	_____	_____	_____

EMPLOYMENT: List last employment first. Include summer or temporary jobs. Be sure all your experience or employers related to this job are listed here, in the summary (following this section), or use an extra sheet of paper if necessary.

Employer Name and Address	Position Title/Duties Skills	Dates Employed from to

_____	Supervisor's Name: Telephone:	Reason for leaving

Employer Name and Address	Position Title/Duties Skills	Dates Employed from to

_____	Supervisor's Name: Telephone:	Reason for leaving

EMPLOYMENT CONTINUED...

Employer Name and Address	Position Title/Duties Skills	Dates Employed from to
		Reason for leaving
	Supervisor's Name: Telephone:	

Employer Name and Address	Position Title/Duties Skills	Dates Employed from to
		Reason for leaving
	Supervisor's Name: Telephone:	

Summarize other
employment related to this job: _____

Types of computers, other electronic or mechanical
equipment that you are qualified to operate or repair: _____

Typing speed: _____ per minute.

Professional Licenses, Certifications or Registrations: _____

Additional skills including supervision skills, other languages, or information
regarding the career/occupation you wish to bring to the employer's attention: _____

In case of accident or illness please contact: Name: _____

Daytime phone: _____

Address: _____

Relationship: _____

Information to the applicant: As part of our procedure for processing your employment application, your personal and employment references may be checked. If you have misrepresented or omitted any facts on this application, and are subsequently hired, you may be discharged from your job. You may make a written request for information derived from the checking of your references.

If necessary for employment, you may be required to: supply your birth certificate or other proof of authorization to work in the US, have a physical examination and/or a drug test, or to sign a conflict of interest agreement and abide by its terms.

I understand and agree to the information shown above:

Signature: _____

Date: _____

Equal Employment Opportunity: While many employers are required by federal law to have an Affirmative Action Program, all employers are required to provide equal employment opportunity and may ask your national origin, race and sex for planning and reporting purposes only. This information is optional and failure to provide it will have no affect on your application for employment.

Employer Section: _____

Resume Guide

A good resume will open the door for an interview. But do you need a resume? Some employers prefer a resume and others require an application form. That depends on the kind of job you're applying for.

RESUME REQUIRED

- Professional, technical, administrative and managerial jobs.
- Sales positions.
- Secretarial, clerical, and other office jobs.

RESUME SOMETIMES REQUIRED

Professional positions: Baker, Hotel Clerk, Electrician, Drafter, Welder

RESUME NOT REQUIRED

Unskilled, quick turnover jobs: Fast Food Server, Laborers, Machine Loader, Cannery Worker

The Rockport Institute has generously donated the resume guide below. It is a shortened version of their full resume guide ***How to Write a Masterpiece of a Resume*** which can be found here:

<http://www.rockportinstitute.com/resumes>

WRITE A RESUME THAT GENERATES RESULTS

Before you begin, ask yourself: Why do you have a resume in the first place? What is it supposed to do for you? How can you differentiate yourself from hundreds of other applicants with qualified resumes? The prospective employer has the overwhelming task of looking over many resumes to find the special person that is right for the position and a great fit for the culture of the company. You are facing a great deal of competition.

The resume is a tool with one specific purpose: to win an interview. If it doesn't, it isn't an effective resume. A resume is an advertisement; nothing more, nothing less. A great resume doesn't just tell them what you have done but makes the same assertion that all good ads do: If you buy this product, you will get these specific, direct benefits. It presents you in the best light. It convinces the employer that you have what it takes to be successful in this new position or career.

Other reasons to have a resume:

- To pass the employer's screening process (requisite educational level, number years' experience, etc.), to give basic facts which might favorably influence the employer
- To establish yourself as a professional person with high standards and excellent writing skills, based on the fact that your resume is so well done (clear, well-organized, well-written, well-designed, of the highest professional grades of printing and paper).
- To use as a covering piece or addendum to another form of job application
- To put in an employer's personnel files. (which they may check out later for other openings)
- To help you clarify your direction, qualifications, and strengths, boost your confidence, or to start the process of committing to a job or career change.

It is a mistake to think of your resume as your work history, a personal statement or some sort of self expression. Sure, most of the content of any resume is focused on your job history. But write from the intention to create interest, to persuade the employer to call you. If you write with that goal, your final product will be very different than if you write it just to catalog your job history.

Most resumes are quickly scanned, rather than read. Ten to twenty seconds is all the time you have to persuade a prospective employer to read further and the decision to interview a candidate is usually based on an overall first impression of the resume, a quick screening that so impresses the reader and convinces them of the candidate's qualifications that an interview results. The top half of the first page of your resume will either make you or break you. You hope it will have the same result as a well-written ad: to get the reader to respond. You are selling a product in which you have a large personal investment: you.

The person who is doing the hiring often cares deeply how well the job will be done. You need to write your resume to appeal directly to them. Ask yourself: What does the employer really want? What special abilities would this person have? What would set a truly exceptional candidate apart from a merely good one? How can I demonstrate that I am the perfect candidate? Put yourself in their shoes.

Loosen up your thinking enough so that you will be able to see some new connections between what you have done and what the employer is looking for. You need not confine yourself to work-related accomplishments! Use your entire life as evidence of your character, skills and talents. If Sunday school or your former gang are the only places you have had a chance to demonstrate your special gifts for leadership, fine. What are the talents you have to offer the prospective employer? A great resume has two sections. In the first, you make assertions about your abilities, qualities and achievements. You write powerful, but honest, advertising copy that makes the reader immediately perk up and realize that you are someone special.

The second section, the evidence section, is where you back up your assertions with evidence that you actually did what you said you did. This is where you list and describe the jobs you have held, your education, etc. This is all the stuff you are obliged to include.

Most resumes are just the evidence section, with no assertions. The 'juice' is in the assertions section. When a prospective employer finishes reading your resume, you want them to reach for the phone to invite you in to interview. The resumes you have written in the past have probably been a gallant effort to inform the reader. You don't want them informed. You want them interested and excited.

THE OBJECTIVE SECTION

Ideally, your resume should be pointed toward conveying why you are the perfect candidate for one specific job or job title. Good advertising is directed toward a very specific target audience.

Targeting your resume requires that you be absolutely clear about your career direction—or at least that you appear to be clear. You would be wise to use this time of change to design your future career so you have a clear target that will meet your goals and be personally fulfilling. With a nonexistent, vague or overly broad objective, the first statement you make to a prospective employer says you are not sure this is the job for you.

Imagine the position of a software manufacturer looking at a sea of resumes. They all look so much alike until they come across a resume in the pile that starts with the following: "OBJECTIVE - a software sales position in an organization seeking an extraordinary record of generating new accounts, exceeding sales targets and enthusiastic customer relations". They are immediately interested! This first sentence conveys some very important and powerful messages: "I want exactly the job you are offering. I am a superior candidate because I recognize the qualities that are most important to you, and I have them. I want to make a contribution to your company." This works well because the employer is smart enough to know that

someone who wants to do exactly what they are offering will be much more likely to succeed than someone who doesn't. And that person will probably be a lot more pleasant to work with as well.

Secondly, this candidate has done a good job of establishing why they are the perfect candidate in their first sentence. They have thought about what qualities would make a candidate stand out. They have started communicating that they are that person immediately. What's more, they are communicating from the point of view of making a contribution to the employer.

Here's how to write your objective. First of all, decide on a specific job title for your objective. Go back to your list of answers to the question "How can I demonstrate that I am the perfect candidate?" What are the two or three qualities, abilities or achievements that would make a candidate stand out as truly exceptional for that specific job? Having an objective statement that really sizzles is highly effective. And it's simple to do. One format is:

OBJECTIVE: An xxx position in an organization where yyy and zzz would be needed (or, in an organization seeking yyy and zzz).

Xxx is the name of the position you are applying for. Yyy and zzz are the most compelling qualities, abilities or achievements that will really make you stand out above the crowd of applicants.

If you are applying for several different positions, you should adapt your resume to each one. Have an objective that is perfectly matched with the job you are applying for. Remember, you are writing advertising copy, not your life story.

If you have a limited work history, you want the employer to immediately focus on where you are going, rather than where you have been.

Examples of an Objective section:

OBJECTIVE: An entry-level position in the hospitality industry where a background in advertising and public relations would be needed.

OBJECTIVE: A position teaching English as a second language where a special ability to motivate and communicate effectively with students would be needed.

THE SUMMARY OF QUALIFICATIONS

The "Summary of Qualifications" consists of several concise statements that focus the reader's attention on the most important qualities, achievements and abilities you have to offer. Those qualities should be the most compelling demonstrations of why they should hire you instead of the other candidates.

This may be the only section fully read by the employer, so it should be very strong and convincing. Include professional characteristics (extremely energetic, a gift for solving complex problems in a fast-paced environment, exceptional interpersonal skills, committed to excellence, etc.) helpful in winning the interview.

How should you write to write a Summary of Qualifications? Look for the qualities the employer will care about most. Then look at what you wrote about why you are the perfect person to fill their need. Pick your qualities that best demonstrate why they should hire you. Assemble it into your Summary section.

The most common ingredients of a well-written Summary are as follows. Do not use all these ingredients in one Summary - use the ones that highlight you best.

- A short phrase describing your profession
- Followed by a statement of broad or specialized expertise
- Followed by two or three additional statements related to any of the following:
 - breadth or depth of skills
 - unique mix of skills
 - range of environments in which you have experience
 - a special or well-documented accomplishment
 - a history of awards, promotions, or superior performance commendations
- One or more professional or appropriate personal characteristics
- A sentence describing professional objective or interest.

Notice that the examples below show how to include your objective in the Summary section. If you are making a career change, your Summary section should show how what you have done in the past prepares you to do what you seek to do in the future.

A few examples of Summary sections:

- Highly motivated, creative and versatile real estate executive with seven years of experience in development and construction. Especially skilled at building effective, productive working relationships with clients and staff. Excellent management, negotiation and public relations skills. Seeking a challenging management position in the real estate field that offers extensive contact with the public.
- Health Care Professional experienced in management, program development and policy making in the United States as well as in several developing countries. A talent for analyzing problems, developing and simplifying procedures, and finding innovative solutions. Proven ability to motivate and work effectively with persons from other cultures and all walks of life. Skilled in working within a foreign environment with limited resources.
- Performing artist with a rich baritone voice and unusual range, specializing in classical, spiritual, gospel and rap music. Featured soloist for two nationally televised events. Accomplished pianist. Extensive performance experience includes television, concert tours and club acts. Available for commercial recording and live performances.

SKILLS AND ACCOMPLISHMENTS

In this final part of the assertions section of your resume, you do exactly what you did in the previous section, except that you go into more detail.

In the summary, you focused on your most special highlights. Now you tell the rest of the best of your story. Let them know what results you produced, what happened as a result of your efforts, what you are especially gifted or experienced at doing. Flesh out the most important highlights in your summary.

Here are a few ways you could structure your “Skills and Accomplishments” section:

SELECTED SKILLS AND ACCOMPLISHMENTS

- Raised \$1900 in 21 days in canvassing and advocacy on environmental, health and consumer issues.
- Conducted legal research for four Assistant U.S. Attorneys, for the U.S. Attorney's office
- Coordinated Board of Directors and Community Advisory Board of community mental health center. Later commended as “the best thing that ever happened to that job.”

FUNCTIONAL RESUME FORMAT

The functional resume highlights your major skills and accomplishments. It helps the reader see clearly what you can do for them. It helps target the resume into a new direction by lifting up from all past jobs the key skills and qualifications to help prove you will be successful. The functional resume is a must for career changers and for those returning to the job market.

THE EVIDENCE SECTION - YOUR WORK HISTORY, EDUCATION, ETC.

Most resumes are not much more than a collection of "evidence," various facts about your past. By evidence, we mean all the mandatory information you must include on your resume: work history with descriptions, dates, education, affiliations, list of software mastered, etc. If you put this toward the top of your resume, anyone reading it will feel like they are reading an income tax form.

EXPERIENCE

List jobs in reverse chronological order. Don't go into detail on the jobs early in your career; focus on the most recent and/or relevant jobs. (Summarize a number of the earliest jobs in one line or very short paragraph. Put dates in italics at the end of the job; don't include months, unless the job was held less than a year. Include military service, internships, and major volunteer roles if desired! Because the section is labeled "Experience," it does not need to mean that you were paid.

EDUCATION

List education in reverse chronological order, degrees or licenses first, followed by certificates and advanced training. Set degrees apart so they are easily seen. Put in boldface whatever will be most impressive. Don't include any details about college except your major and distinctions or awards you have won.

- Do include advanced training, but be selective with the information.
- If you are working on an uncompleted degree, include the degree and afterwards, in parentheses, the expected date of completion.
- If you didn't finish college, start with a phrase describing the field studied, then the school, then the dates (the fact that there was no degree may be missed).

Other headings might be "Education and Training" or "Education and Licenses".

And then add your Awards, Civic and Community Recognition and Comments from Supervisors.

PERSONAL INTERESTS

Only list these if your personal interests indicate a skill or knowledge that is related to the goal, such as photography for someone in public relations, or carpentry and wood-working for someone in construction management. This section can create common ground in an interview.

REFERENCES

You may put "References available upon request" at the end of your resume, if you wish. This is a standard close (centered at bottom in italics), but is not necessary. You can bring a separate sheet of references to the interview, to be given to the employer upon request.

A FEW GUIDELINES FOR A BETTER PRESENTATION

The resume is visually enticing, a work of art. Simple clean structure. Very easy to read. Symmetrical. Balanced. Uncrowded. As much white space between sections of writing as possible; sections of writing that are no longer than six lines, and shorter if possible.

There are absolutely no errors. No typographical errors. No spelling errors. No grammar, syntax, or punctuation errors. No errors of fact.

All the basic, expected information is included. A resume must have the following key information: your name, address, phone number, and your email address at the top of the first page, a listing of jobs held, in reverse chronological order, educational degrees, in reverse chronological order.

Jobs listed include a title, the name of the firm, the city and state of the firm, and the years employed. Jobs earlier in a career can be summarized and extra part-time jobs can be omitted. If no educational degrees have been completed, it is still expected to include some mention of education (professional study or training, partial study toward a degree, etc.) acquired after high school.

It is targeted. First you should get clear what your job goal is, what the ideal position would be. Then you should figure out what key skills, areas of expertise or body of experience the employer will be looking for in the candidate. Gear the resume structure and content around this target, proving these key qualifications.

Strengths are highlighted / weaknesses de-emphasized. Focus on whatever is strongest and most impressive. Make careful and strategic choices as to how to organize, order, and convey your skills and background.

Use power words. For every skill, accomplishment, or job described, use the most active impressive verb you can think of (which is also accurate). Begin the sentence with this verb, except when you must vary the sentence structure to avoid repetitious writing.

Show you are results-oriented. Wherever possible, prove that you have the desired qualifications through clear strong statement of accomplishments

Writing is concise and to the point. Keep sentences as short and direct as possible.

Make it look great. Use a laser printer or an ink jet printer that produces high-quality results. A laser is best because the ink won't run if it gets wet. It should look typeset. Use a standard conservative typeface (font) in 11 or 12 point. Use off-white, ivory or bright white 8 1/2 x 11-inch paper, in the highest quality affordable. Use absolutely clean paper without smudges, without staples and with a generous border.

Shorter is usually better. Your resume should be just long enough to keep the reader's interest, and create psychological excitement that leads prospective employers to pick up the phone and call you.

Telephone number that will be answered. Be sure the phone number on the resume will, without exception, be answered by a person or an answering machine Monday through Friday 8-5pm.

WHAT NOT TO PUT ON A RESUME

- The word "Resume" at the top of the resume
- Fluffy rambling "objective" statements
- Salary information
- Full addresses of former employers or names of supervisors
- Reasons for leaving jobs
- References